

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS <i>Offeror to Complete Blocks 12, 17, 23, 24, & 30</i>				1. Requisition Number NAAJ1000-9-08910		PAGE 1 OF 111	
2. Contract No.		3. Award/Effective Date		4. Order Number		5. Solicitation Number DG133W-09-RP-0074	
6. Solicitation Issue Date May 29, 2009		7. For Solicitation Information Call:		a. Name ANITA R. MIDDLETON Anita.R.Middleton@noaa.gov		b. Telephone Number 301-713-3405 x167	
8. Offer Due Date/Local Time June 24, 2009, 03:00PM ET		9. Issued By Code AJF30024		10. This Acquisition is <input type="checkbox"/> Unrestricted <input checked="" type="checkbox"/> Set-Aside 100 % for <input type="checkbox"/> Small Business <input type="checkbox"/> Emerging Small Business <input type="checkbox"/> HUBZone Small Business <input checked="" type="checkbox"/> Service-Disabled Veteran- <input type="checkbox"/> 8(a) NAICS: <u>541519</u> Size Standard: <u>\$25M</u>		11. Delivery for FOB Destination Unless <input checked="" type="checkbox"/> See Schedule	
12. Discount Terms		13a. This contract is a rated order under DPAS (15		13b. Rating		14. Method of Solicitation <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input checked="" type="checkbox"/> RFP	
15. Deliver To NWS ACQUISITION DIVISION /OFA63 1325 EAST-WEST HWY. SSMC-2 RM 11226 SILVER SPRING, MD 20910				16. Administered By Code AJF30024			
17a. Contractor/Offeror Code		Facility Code		18a. Payment Will Be Made By Code			
Telephone No		TIN		17b. Check if Remittance is Different and Put Such Address in Offer. <input type="checkbox"/>			
18b. Submit Invoices to Address Shown in Block 18a Unless Box Below is <input checked="" type="checkbox"/> See Addendum. Paragraph 1.1.49		19. ITEM NO.		20. SCHEDULE OF SUPPLIES/SERVICES		21. QUANTITY	
22. UNIT		23. UNIT PRICE		24. AMOUNT		25. Accounting and Appropriation Data	
26. Total Award Amount (For Govt. Use Only)		27a. Solicitation incorporates by reference FAR 52.212-1, 52.212-4. FAR 52.212-3 and 52.212-5 are attached. Addenda <input checked="" type="checkbox"/> are <input type="checkbox"/> are not attached		27b. Contract/Purchase Order incorporates by reference FAR 52.212-4. 52.212-5 is attached. Addenda <input type="checkbox"/> are <input type="checkbox"/> are not attached		28. Contractor is required to sign this document and return <u>1</u> copies to Issuing Office. Contractor agrees to furnish and deliver all items set forth or otherwise identified above and on any additional sheets subject to the terms and conditions specified herein.	
29. Award of Contract: Reference. _____ Offer Dated _____ . Your offer on Solicitation (Block 5), including any additions or changes which are set forth herein, is accepted as to items:		30a. Signature of Offeror/Contractor		31a. United States of America (Signature of Contracting Officer)		30b. Name and Title of Signer (Type or Print)	
30c. Date Signed		31b. Name of Contracting Officer (Type or Print)		31c. Date Signed		32a. Quantity in Column 21 Has Been <input type="checkbox"/> Received <input type="checkbox"/> Inspected <input type="checkbox"/> Accepted, and Conforms to the Contract, Except as Noted: _____	
32b. Signature of Authorized Government Representative		32c. Date		32d. Printed Name and Title of Authorized Government Representative		32e. Mailing Address of Authorized Government Representative	
32f. Telephone Number of Authorized Government Representative		32g. E-mail of Authorized Government Representative		33. Ship Number		34. Voucher Number	
35. Amount Verified Correct For		36. Payment <input type="checkbox"/> Complete <input type="checkbox"/> Partial <input type="checkbox"/> Final		37. Check Number		38. S/R Account Number	
39. S/R Voucher Number		40. Paid By		41a. I certify this account is correct and proper for payment		42a. Received By (Print)	
41b. Signature and Title of Certifying Officer		41c. Date		42b. Received At (Location)		42c. Date Rec'd (YY/MM/DD)	
42d. Total Containers							

SCHEDULE Continued

Item No.	Supplies/Services	Quantity	Unit	Unit Price	Amount
0000	<p>This is a Request for Proposal (RFP) for the NOAALink program. The program will acquire information technology product and service solutions for the National Oceanic & Atmospheric Administration and other bureaus and offices of the Department of Commerce. The NOAALink program seeks to achieve economies of scale, standardization, and comprehensiveness. It seeks a secure, reliable, and robust operating environment.</p> <p>Program Ceiling Amount: \$2.5 Billion</p> <p>Period of Performance: 10 years from the date of award.</p> <p>NOAA anticipates multiple awards in accordance with Subpart 12 of the Federal Acquisition Regulation and such other subparts as may be relevant.</p> <p>Information Technology Product and Service Solutions in accordance with the Performance Work Statement entitled "NOAALink Program", dated December 2008.</p> <p>In accordance with paragraph 1.1.14, the Government shall place orders totaling a minimum of \$10,000.00 for the life of the contract.</p>	0	EA		

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1.0 52.212-4 CONTRACT TERMS AND CONDITIONS--COMMERCIAL ITEMS (OCT 2008)
(Reference 12.301)

1.1 52.212-4 ALT I CONTRACT TERMS AND CONDITIONS--COMMERCIAL ITEMS (OCT 2008)
ALTERNATE I (OCT 2008)
(Reference 12.301)

1.1.1 52.212-4A ADDENDUM TO 52.212-4

1.1.2 52.216-18 ORDERING (Oct 1995)

(Reference 16.506(a))

- (a) Any supplies and services to be furnished under this contract shall be ordered by issuance of delivery orders or task orders by the individuals or activities designated in the Schedule. Such orders may be issued from date of award through 10-years from award date.
- (b) All delivery orders or task orders are subject to the terms and conditions of this contract. In the event of conflict between a delivery order or task order and this contract, the contract shall control.
- (c) If mailed, a delivery order or task order is considered "issued" when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the Schedule.

(End of clause)

1.1.3 52.216-19 ORDER LIMITATIONS (Oct 1995)

(Reference 16.506(b)) **(NOTE: CLAUSE APPLIES AT THE DELIVERY/TASK ORDER LEVEL)**

- a) *Minimum order.* When the Government requires supplies or services covered by this contract in an amount of less than \$5,000.00, the Government is not obligated to purchase, nor is the Contractor obligated to furnish, those supplies or services under the contract.
- (b) *Maximum order.* The Contractor is not obligated to honor—
 - (1) Any order for a single item in excess of \$10M;
 - (2) Any order for a combination of items in excess of \$100M; or
 - (3) A series of orders from the same ordering office within 30 days that together call for quantities exceeding the limitation in paragraph (b)(1) or (2) of this section.
- (c) If this is a requirements contract (*i.e.*, includes the Requirements clause at subsection 52.216-21 of the Federal Acquisition Regulation (FAR)), the Government is not required to order a part of any one requirement from the Contractor if that requirement exceeds the maximum-order limitations in paragraph (b) of this section.
- (d) Notwithstanding paragraphs (b) and (c) of this section, the Contractor shall honor any order exceeding the maximum order limitations in paragraph (b), unless that order (or orders) is returned to the ordering office within 5 days after issuance, with written notice stating the Contractor's intent not to ship the item (or items) called for and the reasons. Upon receiving this notice, the Government may acquire the supplies or services from another source.

(End of clause)

1.1.4 52.216-22 INDEFINITE QUANTITY (Oct 1995)

(Reference 16.506(e))

- a) This is an indefinite-quantity contract for the supplies or services specified, and effective for the period stated, in the Schedule. The quantities of supplies and services specified in the Schedule are estimates only and are not purchased by this contract.
- (b) Delivery or performance shall be made only as authorized by orders issued in accordance with the Ordering clause. The Contractor shall furnish to the Government, when and if ordered, the supplies or services specified in the Schedule up to and including the quantity designated in the Schedule as the "maximum." The Government shall order at least the quantity of supplies or services designated in the Schedule as the "minimum."
- (c) Except for any limitations on quantities in the Order Limitations clause or in the Schedule, there is no limit on the number of orders that may be issued. The Government may issue orders requiring delivery to multiple destinations or performance at multiple locations.
- (d) Any order issued during the effective period of this contract and not completed within that period shall be completed by the Contractor within the time specified in the order. The contract shall govern the Contractor's and Government's rights and obligations with respect to that order to the same extent as if the order were completed during the contract's effective period; *provided*, that the Contractor shall not be required to make any deliveries under this contract after 10 years from the award date of the contract.

(End of clause)

1.1.5 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

(Reference 17.208)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days prior to expiration of contract, delivery/task order.

(End of clause)

1.1.6 1352.201-70 CONTRACTING OFFICER'S AUTHORITY (MAR 2000)

The Contracting Officer is the only person authorized to make or approve any changes in any of the requirements of this contract and notwithstanding any provisions contained elsewhere in this contract, the said authority remains solely in the Contracting Officer. In the event the Contractor makes any changes at the direction of any person other than the Contracting Officer, the change will be considered to have been made without authority and no adjustment will be made in the contract terms and conditions, including price.

(End of clause)

1.1.7 1352.201-71 CONTRACTING OFFICER'S REPRESENTATIVE (COR) (FEB 2005)

a. TBD is hereby designated as the Contracting Officer's Representative (COR). The COR may be changed at any time by the Government without prior notice to the Contractor by a unilateral modification to the Contract. The COR is located at:

TBD

The Alternate Contracting Officer's Representatives (ACORs) per awarded contract are:

TBD

There will be Government Task Monitors assigned to individual task or delivery orders.

b. The responsibilities and limitations of the COR are as follows:

(1) The COR is responsible for the technical aspects of the project and serves as technical liaison with the Contractor. The COR is also responsible for the final inspection and acceptance of all reports, and such other responsibilities as may be specified in the contract.

(2) The COR is not authorized to make any commitments or otherwise obligate the Government or authorize any changes which affect the Contract price, terms or conditions. Any Contractor request for changes shall be referred to the Contracting Officer directly or through the COR. No such changes shall be made without the expressed prior authorization of the Contracting Officer (CO). The CO may designate assistant or alternate COR(s) to act for the COR by naming such assistant/alternate(s) in writing and transmitting a copy of such designation to the Contractor.

(End of clause)

1.1.8 1352.208-70 PRINTING (MAR 2000)

Unless otherwise specified in this contract, the Contractor shall not engage in, or subcontract for, any printing (as that term is defined in Title I of the Government Printing and Binding Regulations in effect on the effective date of this contract) in connection with performing under this contract. Provided, however, that performing a requirement under this contract involving the duplicating of less than 5,000 units of only one page, or less than 25,000 units in the aggregate of multiple pages, such pages are not exceeding a maximum image size of 10 and 3/4 inches by 14 and 1/4 inches, will not be deemed printing.

(End of clause)

1.1.9 1352.209-70 RESTRICTIONS ON FUTURE CONTRACTING (MAR 2000)

(a) The contractor and its subcontractors may be prohibited from competing for or receiving a subsequent NOAA contract, as prime contractors or subcontractors at any tier:

- (1) To perform systems engineering and/or technical direction work associated with the NOAALink services/supplies for which the offeror does not have overall contractual responsibility consistent with FAR 9.505-1, or
- (2) that would place the offeror in a position to evaluate or otherwise favor its own products or services, or
- (3) that would otherwise impair offeror's objectivity.

(b) The restrictions described herein shall apply to performance or participation by the contractor and any of its affiliates or successors in interest (hereinafter collectively referred to as "contractor") in the activities covered by this clause as a prime contractor, subcontractor, co-sponsor, joint venture, consultant, or in any similar capacity. For the purpose of this clause, affiliation occurs when a business concern is controlled by or has the power to control another or when a third party has the power to control both.

(End of clause)

1.1.10 1352.209-71 ORGANIZATIONAL CONFLICT OF INTEREST (MAR 2000)

(a) Purpose. The purpose of this clause is to ensure that the contractor and its subcontractors (1) are not biased because of their financial, contractual, organizational, or other interests which relate to the work under this contract, and (2) do not obtain any unfair competitive advantage over other parties by virtue of their performance of this contract.

(b) Scope. The restrictions described herein shall apply to performance or participation by the contractor and any of its affiliates or successors in interest (hereinafter collectively referred to as "contractor") in the activities covered by this clause as a prime contractor, subcontractor, co-sponsor, joint venture, consultant, or in any similar capacity. For the purpose of this clause, affiliation occurs when a business concern is controlled by or has the power to control another or when a third party has the power to control both.

(c) Warrant and Disclosure. The warrant and disclosure requirements of this paragraph apply with full force to both the Contractor and all subcontractors. The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which would give rise to an organizational conflict of interest, as defined in FAR Subpart 9.5, and that the Contractor has disclosed all such relevant information. The Contractor agrees it shall make an immediate and full disclosure in writing to the Contracting Officer of any potential or actual organizational conflicts of interest or the existence of any facts that may cause a reasonably prudent person to question the contractor's impartiality because of the appearance or existence of bias or an unfair competitive advantage (hereinafter facts to be disclosed). If such potential or actual organizational conflict of interest or facts to be disclosed could concern NOAA and DoC Bureaus under the NOAALink Program, the Contractor agrees to make the immediate and full disclosure, specified in this subsection (c), to the Contracting Officer. Such disclosure shall include a description of the action the Contractor has taken or proposes to take in order to avoid, neutralize, or mitigate any resulting conflict of interest.

(d) Remedies. The Contracting Officer may terminate this contract for convenience, in whole or in part, if the Contracting Officer deems such termination necessary to avoid, neutralize or mitigate an actual, apparent, or potential organizational conflict of interest. If the Contractor fails to disclose facts pertaining to the existence of potential or actual organizational conflict of interest or misrepresents relevant information to the Contracting Officer, the Government may terminate the contract for default, debar the Contractor from Government contracting, or pursue such other remedies as may be permitted by law or this contract.

(e) Subcontracts. The Contractor shall include a clause substantially similar to this clause, including paragraphs (f) and (g), in any subcontract or consultant agreement at any tier expected to exceed the simplified acquisition threshold determined in accordance with FAR Part 13. The terms "contract," "contractor," and "contracting officer" shall be appropriately modified to preserve the Government's rights.

(f) Prime Responsibilities. The Contractor shall obtain from its subcontractor or consultants the disclosure required in FAR Part 9.507-1, and shall determine in writing whether the interests disclosed present an actual or significant potential for an organizational conflict of interest. The Contractor shall identify and avoid, neutralize, or mitigate any subcontractor organizational conflict prior to award of the contract to the satisfaction of the Contracting Officer. If the subcontractor's organizational conflict cannot be avoided, neutralized, or mitigated, the Contractor must obtain the written approval of the Contracting Officer prior to entering into the subcontract. If the Contractor becomes aware of a subcontractor's potential or actual organizational conflict of interest after contract award, the

Contractor agrees the Contractor may be required to eliminate the subcontractor from its team, at the Contractor's own risk.

(g) Waiver. The parties recognize that this clause has potential effects which will survive the performance of this contract and that it is impossible to foresee each circumstance to which it might be applied in the future. Accordingly, the Contractor may at any time seek a waiver from the Head of the Contracting Activity by submitting such waiver request to the Contracting Officer including a full written description of the requested waiver and the reasons in support thereof.

(End of clause)

1.1.11 1352.209-72 RESTRICTIONS AGAINST DISCLOSURE (March 2000)

a. The Contractor agrees, in the performance of this contract, to keep the information furnished by the Government and designated by the Contracting Officer of Contracting Officer's Technical Representative in the strictest confidence. The Contractor also agrees not to publish or otherwise divulge such information in whole or in part, in any manner or form, nor to authorize or permit others to do so, taking such reasonable measures as are necessary to restrict access to such information while in the Contractor's possession, to those employees needing such information to perform the work provided herein, i.e., on a "need to know" basis. The Contractor agrees to immediately notify the Contracting Officer in writing in the event that the Contractor determines or has reason to suspect a breach of this requirement.

b. The Contractor agrees not to disclose any information described in subsection (a) to any persons or individual unless prior written approval is obtained from the Contracting Officer. The Contractor agrees to insert the substance of this clause in any consultant agreement or subcontract hereunder.

1.1.12 1352.215-70 PERIOD OF PERFORMANCE (MAR 2000)

- a. The period of performance of this contract is from date of award and shall not exceed 10 years.
- b. The option periods that may be exercised are as follows: Not Applicable

(End of clause)

1.1.13 1352.216-70 CONTRACT TYPE (MAR 2000)

This is an Indefinite Delivery/Indefinite Quantity type contract for Information Technology services and supplies with Firm Fixed Price, Labor Hour, or Time-and-Material Task or Delivery Orders.

(End of clause)

**1.1.14 1352.216-72 MINIMUM AND MAXIMUM CONTRACT AMOUNTS (MAR 2000)
(NOTE: CLAUSE APPLIES AT THE CONTRACT LEVEL)**

During the period specified in the ORDERING clause (FAR 52.216-18), the Government shall place orders totaling a minimum of \$10,000.00 for the life of the contract. The amount of all orders issued under a contract shall not exceed \$2.5B; provided however, the total ceiling price for all orders under NOAALink shall not exceed \$2.5B.

(End of clause)

1.1.15 1352.216-76 PLACEMENT OF ORDERS (MAR 2000)

The Contractor shall provide IT services and supplies under this Contract only as directed in Task or Delivery Orders. In accordance with FAR 16.505, each order will include:

- (i) Date of order.
- (ii) Contract number and order number.
- (iii) Item number and description, quantity, and unit price or estimated cost or fee.
- (iv) Delivery or performance date.
- (v) Place or delivery or performance (including consignee).
- (vi) Packaging, packing, and shipping instructions, if any.
- (vii) Accounting and appropriation data.
- (viii) Method of payment and payment office, if not specified in the contract.
- (ix) Any other pertinent information.

**52.212-4, Addendum and 52.212-5
Contract Terms and Conditions**

In accordance with FAR 52.216-18, ORDERING, the following individuals (or activities) are authorized to place orders against this contract:

Any duly appointed Contracting Officer acting within the scope and limits of his or her Contracting Officer Warrant.

(End of clause)

1.1.16 1352.216-78 TASK ORDERS (MAR 2000)

- a. In task order contracts all work shall be initiated only by issuance of a fully executed task order issued by the Contracting Officer. The work to be performed under these task orders must be within the scope of the contract. The Government is only liable for labor hours expended and hardware accepted under the terms and conditions of this contract to the extent that a fully executed delivery/task order has been issued and covers the required work. Charges for any work not authorized shall be disallowed. The contract types allowed under these delivery/task orders are Firm-Fixed Price, Labor Hour, or Time-and-Materials.
- b. The COTR, ACOTR, or Government Task Monitor shall initiate the delivery/task order implementation process by preparing a statement of requirements or objectives to be achieved by completion of the task order in the form of a Task Objective Statement (TOS). The TOS will contain a detailed description of the functional or other objectives to be achieved, a schedule for completion of the task order, and deliverables to be provided by the task order.
- c. The Contractor shall acknowledge receipt of each TOS and shall develop and forward to the COTR or ACOTR within ten (10) calendar days a proposed Task Management Plan (TMP) for accomplishing the assigned task within the period specified. The TMP shall define the scope, specific tasks and actions which are proposed to be taken by the Contractor to complete the task order, and cost estimate/proposed price. The TMP shall provide the Contractor's interpretation of the scope of work, a description of the technical approach, and a work schedule.
- d. Based upon the contents of the TMP, the Contractor and the Government shall negotiate the number of hours and labor mix required to complete the task order, any changes in the scope of the work to be performed, the schedule or the deliverables to be provided in the task order.
- e. Within five (5) working days following the conclusion of the final negotiations related to the TMP, the Contractor shall submit a revised TMP which reflects the negotiated agreement.
- f. Delivery/Task orders will be considered fully executed upon signature of the Contracting Officer. The Contractor shall begin work on the task order in accordance with the effective date indicated on the task order.
- g. Following execution of the delivery/task order, technical clarifications may be issued in writing at any time by the COTR, ACOTR, or Government Task Monitor to amplify, or provide additional guidance to the Contractor regarding performance of the task order. The Contractor shall notify the Contracting Officer of any instructions or guidance the Contractor considers to be a change to the delivery/task order which will impact the cost, schedule or deliverables content of the baseline work plan. In cases where technical instructions or other events may dictate a change from the baseline, task orders may be formally modified in writing by the Contracting Officer to reflect modifications to tasking. The Contractor is responsible for revising the work plan to reflect task order modifications within five (5) working days following negotiation or issuance of a modification of the task order.
- h. Task orders may be placed during the period of performance of the contract, as identified in the statement of objectives. Labor rates applicable to hours expended in performance of an order shall be contract rates in the awarded contract. Products in performance of an order shall be in accordance with discounts set-forth in the contract. Any order issued during the period of performance of this contract and not completed within that time shall be governed by the contract terms to the same extent as if the order were completed during the contract's period of performance, including the contract and individual order ceiling prices. Work performed on such orders after the end of the contract's period of performance will continue to be charged at the last effective rates.

- i. The Government may issue task orders unilaterally and the contractor shall perform upon receipt. A proposal shall be submitted to be definitized within 30 days of task or delivery order award.
- j. The Labor Categories and associated Rates used for each task or delivery order shall be those set forth in the contract and the NOAALink Service Catalog which shall be incorporated after award.

(End of clause)

1.1.17 1352.228-70 INSURANCE COVERAGE (MAR 2000)

Pursuant to the clause "Insurance-Work on a Government Installation (FAR 52.228-5)," the Contractor will be required to present evidence to show, as a minimum, the amounts of insurance coverage indicated below:

a. Workers Compensation and Employer's Liability. The Contractor is required to comply with applicable federal and state workers' compensation and occupational disease statutes. If occupational diseases are not compensable under those statutes, they shall be covered under the employer's liability section of the insurance policy, except when contract operations are so commingled with a Contractor's commercial operations that it would not be practical to require this coverage. Employer's liability coverage of at least \$100,000 shall be required, except in states with exclusive or monopolistic funds that do not permit workers' compensation to be written by private carriers.

b. General Liability.

1. The Contractor shall have bodily injury liability insurance coverage written on the comprehensive form of policy of at least \$500,000 per occurrence.

2. Property Damage Liability Insurance shall be required in the amount of \$20,000.00.

c. Automobile Liability. The Contractor shall have automobile liability insurance written on the comprehensive form of policy. The policy shall provide for bodily injury and property damage liability covering the operation of all automobiles used in connection with performing the contract. Policies covering automobiles operated in the United States shall provide coverage of at least \$200,000 per person and \$500,000 per occurrence for bodily injury and \$20,000 per occurrence for property damage.

d. Aircraft Public and Passenger Liability. When aircraft are used in connection with performing the contract, the Contractor shall have aircraft public and passenger liability insurance. Coverage shall be at least \$200,000 per person and \$500,000 per occurrence for bodily injury, other than passenger liability, and \$200,000 per occurrence for property damage. Coverage for passenger liability bodily injury shall be at least \$200,000 multiplied by the number of seats or passengers, whichever is greater.

e. Vessel liability. When contract performance involves use of vessels, the contracting officer shall require, as determined by the agency, vessel collision liability and protection and indemnity liability insurance.

(End of clause)

1.1.18 1352.228-71 DEDUCTIBLES UNDER REQUIRED INSURANCE COVERAGE (MAR 2000) (This clause applies to Time and Material and Labor Hour Delivery/Task Orders)

The following requirements also apply to this contract:

a. The Contractor is required to present evidence of the amount of any deductibles in its insurance coverage.

b. For any insurance required pursuant to 1352.228-70, Insurance Coverage, the contractor's deductible is not allowable as a direct or indirect cost under this contract. The Government is not liable, and cannot be invoiced, for any losses up to the minimum amounts of coverage required in subsections (a) through (d) above. If the Contractor obtains an insurance policy with deductibles, the Contractor, and not the Government, is responsible for any deductible amount up to the minimum amounts of coverage stated.

c. If the Contractor fails to follow all procedures stated in this subsection and in FAR 52.228-7(g), any amounts above the amount of the obtained insurance coverage which are not covered by insurance will not be reimbursable under the contract.

(End of clause)

1.1.19 1352.228-72 DEDUCTIBLES UNDER REQUIRED INSURANCE COVERAGE (MAR 2000) (This clause applies to Firm-Fixed Price Delivery/Task Orders)

When the Government is injured, wholly or partially as a result of the Contractor's actions and such actions are covered by the insurance required by 1352.228-70, Insurance Coverage, the Government is entitled to recover from the Contractor the full amount of any such injury attributable to the Contractor regardless of an deductible. The Contracting Officer may offset the amount of recovery against any payment due to the Contractor.

(End of clause)

1.1.20 1352.231-70 DUPLICATION OF EFFORT (MAR 2000)

The Contractor hereby certifies that costs for work to be performed under this contract and any subcontract hereunder are not duplicative of any costs charged against any other Government contract, subcontract, or other Government source. The Contractor agrees to advise the Contracting Officer, in writing, of any other Government contract or subcontract it has performed or is performing which involves work directly related to the purpose of this contract. The Contractor also certifies and agrees that any and all work performed under this contract shall be directly and exclusively for the use and benefit of the Government, and not incidental to any other work, pursuit, research, or purpose of the Contractor, whose responsibility it will be to account for it accordingly.

(End of clause)

1.1.21 1352.233-70 HARMLESS FROM LIABILITY (MAR 2000)

The Contractor shall hold and save the Government, its officers, agents, and employees harmless from liability of any nature or kind, including costs and expenses to which they may be subject to or on account of any or all suits or damages of any character whatsoever resulting from injuries or damages sustained by any person or persons or property by virtue of performance of this contract, arising or resulting in whole or in part from the fault, negligence, wrongful act or wrongful omission of the contractor, or any subcontractor, their employees, and agents.

(End of clause)

1.1.22 1352.237-70 REPORTS (MAR 2000)

a. Progress Reports

The Contractor shall submit, to the Government, a progress report every one (1) month(s) after the effective date of the contract, and every 30 days thereafter during the period of performance. The Contractor shall prepare a progress report advising of the work completed during the performance period, the work forecast for the following period, and the names, titles and number of hours expended for each of the Contractor's professional personnel assigned to the contract, including officials of the Contractor. The report shall also include any additional information--including findings and recommendations--that may assist the Government in evaluating progress under this contract. The first report shall include a detailed work outline of the project and the Contractor's planned phasing of work by reporting period.

b. Final Report

Within 15 days of completion of the performance period, the Contractor shall submit, to the Government, a comprehensive draft report containing the Contractor's findings and recommendations. The report shall conform to the requirements of the contract, and include all necessary data, maps and exhibits to support findings and recommendations. It shall include a recapitulation of the amount of hours expended by each of the Contractor's employees, including officials of the Contractor. The report shall also include a brief summary, including short statements on the project's objectives, scope, methodology, information obtained, and conclusions. The Government will review the draft and return it to the Contractor within thirty (30) days after receipt with comments and instructions for a format to be used in the preparation of the final report. The Contractor shall incorporate the comments into a final report and furnish the Government with electronic copies upon contract completion.

c. In the event the Government does not return the draft copy of the report to the Contractor within the prescribed period, the Contractor shall be permitted an extra day for each day of delay caused by the Government. The Government shall not be liable for increased costs by reason of any such delay.

(End of clause)

**1.1.23 1352.237-71 SECURITY PROCESSING REQUIREMENTS FOR
CONTRACTOR/SUBCONTRACTOR PERSONNEL WORKING ON A DEPARTMENT OF COMMERCE
SITE OR IT SYSTEM (HIGH OR MODERATE RISK CONTRACTS) (DEC 2006)**

A. Investigative Requirements for High and Moderate Risk Contracts

All contractor (and subcontractor) personnel proposed to be employed under a High or Moderate Risk contract shall undergo security processing by the Department's Office of Security before being eligible to work on the premises of any Department of Commerce facility, or through a Department of Commerce IT system. All Department of Commerce security processing pertinent to this contract will be conducted at no cost to the contractor. The level of contract risk will determine the type and scope of such processing as noted below.

1. Non-IT Service Contracts

a. High Risk - Background Investigation (BI)

b. Moderate Risk - Moderate Background Investigation (MBI)

**52.212-4, Addendum and 52.212-5
Contract Terms and Conditions**

2. IT Service Contracts
 - a. High Risk IT - Background Investigation (BI)
 - b. Moderate Risk IT - Background Investigation (BI)
3. In addition to the investigations noted above, non-U.S. citizens must have a pre-appointment check that includes a Customs and Immigration Service (CIS - formerly Immigration and Naturalization Service) agency check.
- B. Additional Requirements for Foreign Nationals (Non-U.S. Citizens)

To be employed under this contract within the United States, non-U.S. citizens must have:

 1. Official legal status in the United States
 2. Continuously resided in the United States for the last two years; and
 3. Advance approval from the servicing Security Officer of the contracting operating unit in consultation with the Office of Security (OSY) headquarters. (OSY routinely consults with appropriate agencies regarding the use of non-U.S. citizens on contracts and can provide up-to-date information concerning this matter.)
- C. Security Processing Requirement
 1. Processing requirements for High and Moderate Risk Contracts are as follows:
 - a. The contractor must complete and submit the following forms to the Contracting Officer Representative (COR):
 - i. Standard Form 85P (SF 85P), Questionnaire for Public Trust Positions;
 - ii. FD 258, Fingerprint Chart with OPM's designation in the ORI Block; and
 - iii. Credit Release Authorization.
 - b. The COR will review these forms for completeness, initiate the CD-254, Contract Security Classification Specification, and forward the documents to the cognizant Security Officer.
 - c. Upon completion of the security processing, the Office of Security, through the servicing Security Officer and the COR, will notify the contractor in writing of the individual's eligibility to be given access to a Department of Commerce facility or Department of Commerce IT system.
 2. Security processing shall consist of limited personal background inquiries pertaining to verification of name, physical description, marital status, present and former residences, education, employment history, criminal record, personal references, medical fitness, fingerprint classification, and other pertinent information. For non-U.S. citizens, the COR must request an Immigration and Customs Enforcement (formerly INS) agency check. It is the option of the Office of Security to repeat the security processing on any contract employee at its discretion.
- D. Notification of Disqualifying Information

If the Office of Security receives disqualifying information on a contract employee, the COR will be notified. The COR, in coordination with the contracting officer, will immediately remove the contract employee from duty requiring access to Departmental facilities or IT systems. Contract employees may be barred from working on the premises of a facility for any of the following:

 1. Conviction of a felony of a crime of violence or of a misdemeanor involving moral turpitude.
 2. Falsification of information entered on security screening forms or of other documents submitted to the Department.
 3. Improper conduct once performing on the contract, including criminal, infamous, dishonest, immoral, or notoriously disgraceful conduct or other conduct prejudicial to the Government regardless of whether the conduct directly related to the contract.
 4. Any behavior judged to pose a potential threat to Departmental information systems, personnel, property, or other assets.

NOTE: Failure to comply with the requirements may result in termination of the contract or removal of some contract employees from Department of Commerce facilities or access to IT systems.
- E. Access to National security Information

Compliance with these requirements shall not be construed as providing a contract employee clearance to have access to national security information.
- F. The Contractor shall include the substance of this clause, including this paragraph, in all subcontracts.

(End of Clause)

1.1.24 1352.237-73 KEY PERSONNEL (MAR 2000)

- a. The Contractor shall assign to this contract the following Key Personnel:
(To be completed at time of contract award)

(Name)	Program Manager
(Name)	Deputy Program Manager
(Name)	Quality Assurance Manager
(Name)	Contracting Officer

(Name) Financial/Account Manager

b. The Contractor shall obtain the consent of the Contracting Officer prior to making Key Personnel substitutions. Replacements for Key Personnel must possess qualifications equal to or exceeding the qualifications of the personnel being replaced specified.

c. Requests for changes shall be submitted to the Contracting Officer at least 15 working days prior to making any permanent substitutions. The request should contain a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer. The Contracting Officer will notify the Contractor within 10 working days after receipt of all required information of the decision on substitutions. The contract will be modified to reflect any approved changes.

(End of clause)

1.1.25 1352.237-74 FOREIGN NATIONAL VISITOR AND GUEST ACCESS TO DEPARTMENTAL RESOURCES (DEC 2006)

a. Contractor personnel requiring any access to systems operated by the Contractor for DOC or interconnected to a DOC network to perform contract services shall be screened at an appropriate level in accordance with Commerce Acquisition Manual 1337.70, Security Processing Requirements for Service Contracts. DOC shall provide screening using standard personnel screening forms, which the Contractor shall submit to the DOC Contracting Officer's Technical Representative (COTR) based on the following guidance:

(1) Contract personnel performing work designated Contract High Risk and personnel performing work designated Contract Moderate Risk in the information technology (IT) occupations and those with "global access" to an automated information system require a favorable pre-employment check before the start of work on the contract, regardless of the expected duration of the contract. After a favorable pre-employment check has been obtained, the Background Investigation (BI) for Contract High Risk and the Minimum Background Investigation (MBI) for Contract IT Moderate Risk positions must be initiated within three working days of the start of work.

(2) Contract personnel performing work designated Contract Moderate Risk who are not performing IT-related contract work do not require a favorable pre-employment check prior to their employment; however, the Minimum Background Investigation (MBI) must be initiated within three working days of the subject's start of work on the contract, regardless of the expected duration of the contract.

(3) Contract personnel performing work designated Contract Low Risk will require a National Agency Check and Inquiries (NACI) upon the subject's start of work on the contract if the expected duration of the contract exceeds 365 calendar days. The NACI must be initiated within three working days of the subject's start of work on the contract.

(4) Contract personnel performing work designated Contract Low Risk will require a Special Agreement Check (SAC) upon the subject's start of work on the contract if the expected duration of the contract (including options) exceeds 180 calendar days but is less than 365 calendar days. The SAC must be initiated within three working days of the subject's start of work on the contract.

(5) Contract personnel performing work on contracts requiring access to classified information must undergo investigative processing according to the Department of Defense National Industrial Security Program Operating Manual (NISPOM), (<http://www.dss.mil/isec/nispom.htm>) and be granted eligibility for access to classified information prior to beginning work on the contract.

The security forms may be obtained from the cognizant DOC security office servicing your bureau, operating unit, or Departmental office. At the option of the government, interim access to DOC IT systems may be granted pending favorable completion of a pre-employment check. Final access may be granted only on completion of an appropriate investigation based upon the risk level assigned to the contract by the Contracting Officer.

b. Within 5 days after contract award, the Contractor shall certify in writing to the COTR that its employees, in performance of the contract, have completed annual IT security awareness training in DOC IT Security policies, procedures, computer ethics, and best practices, in accordance with DOC IT Security Program Policy, section 3.13 (<http://home.osec.doc.gov/DOC-IT-Security-Program-Policy.htm>). The COTR will inform the Contractor of any other available DOC training resources.

c. Within 5 days of contract award, the Contractor shall provide the COTR with signed Nondisclosure Agreements as specified in Commerce Acquisition Regulation (CAR), 1352.209-72, Restrictions Against Disclosures.

d. The Contractor shall afford DOC, including the Office of Inspector General, access to the Contractor's and subcontractor's facilities, installations, operations, documentation, databases, and personnel used in performance of the contract. Access shall be provided to the extent required to carry out a program of IT inspection, investigation, and audit to safeguard against threats and hazards to the integrity, availability, and confidentiality of DOC data or to the function of computer systems operated on behalf of DOC, and to preserve evidence of computer crime.

e. The Contractor shall incorporate this clause in all subcontracts that meet the conditions in paragraph (a) of this clause.

(End of Clause)

1.1.26 1352.237-75 SECURITY PROCESSING FOR CONTRACTOR/SUBCONTRACTOR PERSONNEL WORKING ON A DEPARTMENT OF COMMERCE SITE (NATIONAL SECURITY CONTRACTS) (DEC 2006)

A. Security Investigative Requirements for National security Contracts.

National security contracts require employed contractors to gain access to national security information in the performance of their work. Regardless of the contractor, consultant, or expert's location, appropriate security access and fulfillment of cleared facility requirements as determined by the National Industrial Security Program Operation Manual (NISPOM) must be met. All contractors, consultants, and experts are subject to the appropriate investigations indicated below and are granted appropriate security access by the Office of Security based on favorable results. No national security material or documents shall be removed from a Department of Commerce facility. The circumstances of the work performance must allow the Department of Commerce to retain control over the information and keep the number of contract personnel with access to a minimum.

1. Special Sensitive or Critical Sensitive.
2. Non-Critical Sensitive.

3. All employees on Special or Critical Sensitive contracts require an updated personnel security background investigation every five (5) years. Employees on Non-Critical Sensitive contracts will require an updated personnel security background investigation every ten (10) years.

B. Security Procedures

Position sensitivity/risk assessments must be conducted on all functions that are performed by the contract. Risk assessments are determined in the same manner as those functions performed by employees. The Contracting Officer (CO) and Contracting Officer Representative (COR) should determine the level of sensitivity or risk with the assistance of the servicing Security Officer.

1. Contract employees of national security contracts must have a completed investigation and be granted an appropriate level security clearance by the Office of Security headquarters, before start of work.

2. The COR must send the contract employee's existing security clearance information, if applicable, or appropriate investigative request package to the servicing Security Officer who will review and forward it to the Office of Security Headquarters.

3. The Office of Security must confirm that contract employees have the appropriate security clearance before starting any national security work.

C. Security Forms Required

For Critical-Sensitive positions with Top Secret access, Critical-Sensitive positions with Secret access, and Non-Critical Sensitive positions with Secret or Confidential access, the following forms are required:

1. Form SF-86, Questionnaire for National Security Positions, marked "CON" in Block 1, Position Title, to distinguish it as a contractor case;
2. Form FD-258, Fingerprint Chart, with OPM's designation in the ORI Block; and
3. Credit Release Authorization Form.

D. Contracting Officer Representative (COR) Responsibilities

1. Coordinate submission of proper investigative request package with the servicing Security Officer, the Contracting Officer (CO), and the contractor.

2. Review the request package for completeness, ensuring that the subject of each package is identified as a contract employee, the name of the contractor is identified, and that each package clearly indicates the contract sensitivity designation.

3. Send the request package to the servicing Security Officer for investigative processing.

E. Servicing Security Officer Responsibilities

1. Review the package for completeness.
2. Ensure that the forms are complete and contain all the pertinent information necessary to request the background investigation.
3. Forward the request for investigation to the Defense Investigative Service Coordinating Office (DISCO).
4. Maintain records of contractor/consultant personnel in their units subject to the NISP.
5. Ensure that all contractor personnel have been briefed on the appropriate

F. The Contractor shall include the substance of this clause, including this paragraph, in all subcontracts.

(End of Clause)

1.1.27 1352.239-73 SECURITY REQUIREMENTS FOR INFORMATION TECHNOLOGY RESOURCES (DEC 2006)

(a) Applicability.

This clause is applicable to all contracts that require Contractor electronic access to Department of Commerce sensitive non-national security or national security information contained in systems, or administrative control of systems that process or store information, that directly support the mission of the Agency.

(b) Definitions.

For purposes of this clause the term "Sensitive" is defined by the guidance set forth in:

(1) Sensitive information "... any information, the loss, misuse, or unauthorized access, to or modification of which could adversely affect the national interest or the, conduct of federal programs, or the privacy to which individuals are entitled under section 552a of title 5, United States Code (The Privacy Act), but which has not been specifically authorized under criteria established by an Executive Order or an Act of Congress to be kept secret in the interest of national defense or foreign policy."

(2) For purposes of this clause, the term "National Security" is defined by the guidance set forth in:

(i) The DOC IT Security Program Policy and Minimum Implementation Standards, Section 4.3

(<http://www.osec.doc.gov/cio/ITSIT/DOC-IT-Security-Program-Policy.htm>).

(ii) The DOC Security Manual, Chapter 18

(<http://home.commerce.gov/osy/SecurityManual/Security%20Manual%20Contents2.pdf>)

(iii) Executive Order 12958, as amended, Classified National Security Information. Classified or national security information is information that has been specifically authorized to be protected from unauthorized disclosure in the interest of national defense or foreign policy under an Executive Order or Act of Congress.

(3) Information technology resources include, but are not limited to, hardware, application software, system software, and information (data). Information technology services include, but are not limited to, the management, operation (including input, processing, transmission, and output), maintenance, programming, and system administration of computer systems, networks, and telecommunications systems.

(c) The Contractor shall be responsible for implementing sufficient Information Technology security, to reasonably prevent the compromise of DOC IT resources for all of the contractor's systems that are interconnected with a DOC network or DOC systems that are operated by the Contractor.

(d) All Contractor personnel performing under this contract and Contractor equipment used to process or store DOC data, or to connect to DOC networks, must comply with the requirements contained in the DOC Information Technology Management Handbook (http://www.osec.doc.gov/cio/cio_it_policy_page.htm), or equivalent/more specific agency or bureau guidance as specified immediately hereafter: N/A

(e) Contractor personnel requiring a user account for access to systems operated by the Contractor for DOC or interconnected to a DOC network to perform contract services shall be screened at an appropriate level in accordance with Commerce Acquisition Manual 1337.70, Security Processing Requirements for Service Contracts.

(f) Within 5 days after contract award, the Contractor shall certify in writing to the COR that its employees, in performance of the contract, have completed initial IT security orientation training in DOC IT Security policies, procedures, computer ethics, and best practices, in accordance with DOC IT Security Program Policy, chapter 15, section 15.3. The COR will inform the Contractor of any other available DOC training resources. Annually thereafter the Contractor shall certify in writing to the COR that its employees, in performance of the contract, have completed annual refresher training as required by section 15.4 of the DOC IT Security Program Policy.

(g) Within 5 days of contract award, the Contractor shall provide the COR with signed acknowledgement of the provisions as contained in Commerce Acquisition Regulation (CAR), 1352.209-72, Restrictions Against Disclosures.

(h) The Contractor shall afford DOC, including the Office of Inspector General, access to the Contractor's and subcontractor's facilities, installations, operations, documentation, databases, and personnel used in performance of the contract. Access shall be provided to the extent required to carry out a program of IT inspection, investigation, and audit to safeguard against threats and hazards to the integrity, availability, and confidentiality of DOC data or to the function of computer systems operated on behalf of DOC, and to preserve evidence of computer crime.

(i) For all Contractor-owned systems for which performance of the contract requires interconnection with a DOC network or that DOC data be stored or processed on them, the Contractor shall provide, implement, and maintain a System Accreditation Package in accordance with chapter 6 of the DOC IT Security Program Policy. Specifically, the Contractor shall:

(1) Within 14 days after contract award, the contractor shall submit for DOC approval a System Certification Work Plan, including project management information (at a minimum the tasks, resources, and milestones) for the certification effort, in accordance with DOC IT Security Program Policy, Section 6.5.2 and N/A. The Certification Work Plan, approved by the COR, in consultation with the DOC IT Security Officer, or Agency/Bureau IT Security Manager/Officer, shall be incorporated as part of the contract and used by the COR to monitor performance of certification activities by the contractor of the system that will process DOC data or connect to DOC networks. Failure to submit and receive approval of the Certification Work Plan may result in termination of the contract.

(2) Upon approval, the Contractor shall follow the work plan schedule to complete system certification activities in accordance with DOC IT Security Program Policy section 6.2, and provide the COR with the completed System

Security Plan and Certification Documentation Package portions of the System Accreditation Package for approval and system accreditation by an appointed DOC official.

(3) Upon receipt of the Security Assessment Report and Authorizing Official's written accreditation decision from the COR, the Contractor shall maintain the approved level of system security as documented in the Security Accreditation Package, and assist the COR in annual assessments of control effectiveness in accordance with DOC IT Security Program Policy, section 6.3.1.2.

(j) The Contractor shall incorporate this clause in all subcontracts that meet the conditions in paragraph (a) of this clause.

(End of clause)

1.1.28 1352.245-70 GOVERNMENT FURNISHED PROPERTY (MAR 2000)

The Government will provide the following item(s) of Government property to the Contractor for use in the performance of this Contract. This property shall be used and maintained by the Contractor in accordance with provisions of the "Government Property" clause included in this contract.

Government Furnished Property shall be indicated in individual task orders

Item No. _____
Description _____
Quantity _____
Delivery Date _____

(End of clause)

1.1.29 1352.246-70 INSPECTION AND ACCEPTANCE (MAR 2000)

The Contracting Officer or the duly authorized representative will perform inspection and acceptance of supplies and services to be provided under this contract. Inspection and acceptance will be performed at:

In accordance with individual task orders

(End of clause)

1.1.30 1352.247-72 MARKING DELIVERABLES (MAR 2000)

The contract number shall be placed on or adjacent to all exterior mailing or shipping labels of deliverable items called for by the contract, except for reports.

Mark deliverables, except for reports, for:

In accordance with individual task orders

(End of clause)

1.1.31 1352.252-70 REGULATORY NOTICE (MAR 2000)

Contractors are advised that certain provisions and clauses identified with a Commerce Acquisition Regulation (CAR) notation for identification purposes have not yet been incorporated into the CAR. However, all of these items are binding for this acquisition and will eventually be contained in the CAR at Part 13 of Title 48 of the Code of Federal Regulations.

(End of clause)

1.1.32 AUTHORIZED ORDERING OFFICERS

Task Orders shall be issued only by those individuals listed below. The Contractor shall not perform any services or provide any supplies unless ordered by one of the following authorized ordering officers:

Any duly appointed Contracting Officers of the Department of Commerce (DoC) and DoC Bureaus acting within the scope of their authority.

1.1.33 SCHEDULE OF DELIVERABLES (ACQUISITION ALERT 05-07 (SEPT 6, 2005))

**52.212-4, Addendum and 52.212-5
Contract Terms and Conditions**

Following is a schedule of deliverables under the basic contract, including administrative deliverables, required during the period of performance of this contract:

<u>Item</u>	<u>Description</u>	<u>Qty</u>	<u>Due Date</u>	
	<u>Deliver To</u>			
1	Monthly Progress Status Reports	1	15 th Day of Every Month	COR
2	CAR 1352.228-70 Insurance Coverage	1	15 Days ARO Award	COR/CO
3	Final QAP and Performance Matrix (Contract)	1	30 Days ARO Award	COR/CO
4	QAP Incentive/Disincentive Plan (Contract), where appropriate	1	30 Days ARO Award	COR/CO
5	Transition of Existing Contract Plan	1	As Specified by the Government	
6	QAP and Performance Matrix	1	As Specified in Delivery/Task Orders	
7	QAP Incentive/Disincentive Plan	1	As Specified in Delivery/Task Orders	
8	Acquisition Information Reports	1	As Specified in Delivery/Task Orders	
9	Final Report Self-Evaluation Performance	1	As Specified in Delivery/Task Orders	
10	Phase-In/Phase-Out Plan	1	As Specified in Delivery/Task Orders	
11	QASP and Performance Matrix	1	As Specified in Delivery/Task Orders	
12	Earned Value Mgmt System Report	1	As Specified in Delivery/Task Orders	

Additional deliverables may be specified on individual task orders.

1.1.34 SECTION 508 ACCESSIBILITY

All electronic and information technology (EIT) procured through this Task Order must meet the applicable accessibility standards at 36 CFR 1194, unless an agency exception to this requirement exists. (36 CFR 1194 implements Section 508 of the Rehabilitation Act of 1973, as amended, and is viewable - PART 1194) at:

URL-<http://www.access-board.gov/sec508/508standards.htm>.

The following standards have been determined to be applicable to this contract:

- ☒ 1194.21 Software applications and operating systems.
- ☒ 1194.22 Web-based intranet and internet information and applications.
- ☒ 1194.23 Telecommunications products.
- ☒ 1194.24 Video and multimedia products.
- ☒ 1194.25 Self contained, closed products.
- ☒ 1194.26 Desktop and portable computers.

The standards do not require *installation* of specific accessibility-related software or the attachment of an assistive technology device, but merely require that the EIT be compatible with such software and devices so that it can be made accessible if so required by the agency in the future.

The contractor shall indicate whether each product or service is compliant or noncompliant at the contract level and the task order level with the accessibility standards at 36 CFR 1194. Further, the proposal must indicate where full details of compliance can be found (e.g., vendor's website or other exact location).

1.1.35 OBSERVANCE OF LEGAL HOLIDAYS AND EXCUSED ABSENCE

(a) The Government hereby provides NOTICE and Contractor hereby acknowledges RECEIPT that Government personnel observe the listed days as holidays:

New Year's Day
Martin Luther King's Birthday
President's Birthday
Memorial Day
Independence Day
Labor Day
Columbus Day
Veteran's Day
Thanksgiving Day

Christmas

(b) In addition to the days designated as holidays, the Government observes the following days:

Any other day designated by Federal Statute

Any other day designated by Executive Order

Any other day designated by the President's Proclamation

(c) It is understood and agreed between the Government and the Contractor that observance of such days by Government personnel shall not otherwise be a reason for an additional period of performance, or entitlement to compensation except as set forth within the contract. If a contractor believes that an unplanned absence impacted the price or period of performance they should notify the contracting officer of the changed condition and submit a claim for equitable adjustment (see FAR 52.212-4(d) and (f)).

(d) Nothing in this clause abrogates the rights and responsibilities of the parties relating to a stop work provisions as cited in other sections of this Contract.

1.1.36 FAIR OPPORTUNITY

All contract holders will be provided a fair opportunity to be considered on task or delivery orders unless exempted in accordance with applicable terms of the Federal Acquisition Regulation.

Delivery or Task Order requirements will be posted.

1.1.37 CONTRACTOR COMPETITION REFRESH POOL

The Government reserves the right to award additional contracts if it is determined to be in its best interest. The competition refresh process may be used to obtain a sufficient numbers of contractors for the work contemplated under the program. The Government shall have sole discretion to determine when and how many additional contracts shall be awarded. The Competition refresh will announced in the designated government wide point of entry, Federal Business Opportunities. Contracts awarded under the competition refresh will share in the ceiling and period of performance established for the NOAALink program and such awards shall not result in changes to existing contracts.

1.1.38 INTERRELATIONSHIPS OF CONTRACTORS

The Department of Commerce (DoC) and/or other Government agencies may have entered into contractual agreements in order to provide information technology requirements separate from the work to be performed under this Contract. Further, DoC and/or other Government agencies may extend these existing agreements or enter into new agreements. The Contractor may be required to coordinate with other such Contractor(s) through the cognizant CO and/or designated representative in providing suitable, non-conflicting technical and/or management interfaces and in avoidance of duplication of effort.

1.1.39 NON-PERSONAL SERVICES

No personal services, as defined by subpart 37.104 of the FAR shall be performed under this contract. No Contractor employee will be directly supervised by the Government. All individual employee assignments, and daily work direction, shall be given by the applicable employee supervisor. If the Contractor believes any Government action or communication has been given that would create a personal services relationship between the Government and any Contractor employee, the Contractor shall promptly notify the Contracting Officer of this communication or action.

The Contractor shall not perform any inherently governmental functions under this contract. No Contractor employee shall represent themselves to be a Government employee, agent, or representative. No Contractor employee shall state orally or in writing at any time that he or she is acting on behalf of the Government. In all communications with third parties in connection with this contract, Contractor employees shall identify themselves as Contractor employees and specify the name of the company for which they work. In all communications with other Government agencies, the Contractor employee shall state that he/she have no authority to in any way change the contract. If any Contractor believes that a communication is a direction to change its contract, he or she should notify the appropriate Contracting Officer and not carry out the direction until a clarification has been issued by the Contracting Officer.

The Contractor shall ensure that all of its employees working on this contract are informed of the substance of this clause. Nothing in this clause shall limit the Government's rights in any way under any other provision of the contract, including those related to the Government's right to inspect and accept the services to be performed under this contract. The substance of this clause shall be included in all subcontracts at any tier.

1.1.40 PROCUREMENT INTEGRITY

All Contractor personnel, and subcontractors who will be personally and substantially involved in the performance under this Contract which requires the Contractor to act on behalf of, or provide advice with respect to any phase of an agency procurement, as defined in FAR 3.104-4, shall execute and submit an "Employee/Contractor Non-Disclosure Agreement."

1.1.41 AUTHORIZATION OF GOVERNMENT PAID TRAVEL – FAR Clause 31.205-46(2)(i) (Delivery/Task Order Level, only)

(FILL-IN TO 52.212-4 ALT I and Required for Fixed Price)

Travel under this contract may be necessary in order to accomplish certain task(s) contained in this contract. Travel must be deemed necessary and authorized by the COTR in order to be paid for by the Government. Except for exceptional circumstances, travel will not be reimbursed at more than applicable rates cited in the Federal Travel Regulations, prescribed by the General Services Administration, for travel in the conterminous 48 United States or the Standardized Regulations (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas," prescribed by the Department of State, for travel in areas not covered above.

1.1.42 TRANSITION OF EXISTING CONTRACTS

The Contractor shall prepare and publish jointly with the incumbent and the COTR, a mutually-agreeable detailed plan for transitioning current expiring contracts into NOAALink. This plan shall include a detailed milestone Transition schedule and a proposed date by which the NOAALink Contractor shall assume responsibility for total Task Order performance. The match-up of individual positions and responsibilities between outgoing and incoming personnel shall also be included. This plan shall be submitted by the NOAALink Contractor to the COTR for approval no later than thirty (30) days prior to current contracts expiration date.

1.1.43 PHASE-OUT CONTRACTS

Upon expiration of this contract, and award of a new contract, the incumbent NOAALink Contractor shall work with the successor, at the request of the Government, for a period of up to ninety (90) days after award to ensure an orderly transition from incumbent to successor Contractor without interruption to or loss of proficiency of services.

Phase-out services shall include the training of any successor Contractor by the incumbent successful NOAALink Contractor. The orderly transfer of work from the incumbent successful NOAALink Contractor to the successor shall be addressed during the phase-out period. The incumbent successful NOAALink Contractor bears the ultimate responsibility for the performance, under their respective contract, of all required Delivery/Task Order services during the phase-out period.

1.1.44 VIRUS-FREE CHECK AND CERTIFICATION OF DATA DELIVERED VIA ELECTRONIC MEDIA

All data delivered via electronic media (by disk, telecommunications transmission, or any other manner of electronic medium) shall be checked and certified as virus-free at data point of origin. Virus-free electronic media data certification shall be required to accompany all such delivered data identifying the specific certifying party, telephone number, data generation location, date certified, a list of each data item being certified, and the following certifying statement, all data provided for by this delivery is virus free.

1.1.45 OBTAINING ACCESS TO PROPRIETARY INFORMATION

Prior to gaining access to proprietary information of any other company (which may occur in performing advisory services for the Government), the Contractor shall enter into a specific written agreement with each such company to protect that company's information from unauthorized use or disclosure for as long as such information remains proprietary, and refrain from using the information for any purpose other than that for which it was furnished and required by Task Order performance. The Contractor shall provide the Government copies of all such agreements

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and await written approval by the CO to ensure that such agreements have been completed and properly executed prior to the contractor gaining access to proprietary information.

1.1.48 INVOICE INSTRUCTIONS

Invoice Submitted for Payment

The Contractor will invoice for all Delivery and Task Orders in accordance with FAR 52.212-4(g). 52.212-4(g)(iv) clarification for "Description" for Task Orders shall be the Labor Category. All Task Order invoices shall be submitted with support documentation needed to explain the charges on the invoice.

The Technical Point of Contact shall receive one original and one copy of the invoice with Optional Form 347 BACK and the Contracting Officer shall receive one copy of the invoice. Electronic Invoices will be acceptable.

For electronic invoices send them to the following e-mail addresses:

TBD

Purchase Card Payment

Payment is authorized via the Government Purchase Card (VISA) only with direction from the Point of Contact/Order Contact (P/OC).

For hard copy invoices send them to the following addresses:

P/OC:

TBD

Contract Administrator:

TBD

(End of Addendum)

2.0 52.212-5 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR EXECUTIVE ORDERS--COMMERCIAL ITEMS (FEB 2009)

(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clause, which is incorporated in this contract by reference, to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

____ (1) 52.222-50, Combating Trafficking in Persons (Feb 2009) (22 U.S.C. 7104(g)).

____ Alternate I (Aug 2007) of 52.222-50 (22 U.S.C. 7104(g)).

____ (2) 52.233-3, Protest after Award (Aug 1996) (31 U.S.C. 3553).

____ (3) 52.233-4, Applicable Law for Breach of Contract Claim (Oct 2004) (Pub. L. 108-77, 108-78).

(b) The Contractor shall comply with the FAR clauses in this paragraph (b) that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

XX (1) 52.203-6, Restrictions on Subcontractor Sales to the Government (Sep 2006), with Alternate I (Oct 1995)(41 U.S.C. 253g and 10 U.S.C. 2402).

XX (2) 52.203-13, Contractor Code of Business Ethics and Conduct (Dec 2008) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)). (15 U.S.C. 657a).

____ (3) 52.219-3, Notice of Total HUBZone Set-Aside (Jan 1999) (15 U.S.C. 657a).

____ (4) 52.219-4, Notice of Price Evaluation Preference for HUBZone Small Business Concerns (July 2005) (if the offeror elects to waive the preference, it shall so indicate in its offer) (15 U.S.C. 657a).

____ (5) [Reserved]

____ (6)

____ (i) 52.219-6, Notice of Total Small Business Set-Aside (June 2003) (15 U.S.C. 644).

____ (ii) Alternate I (Oct 1995) of 52.219-6.

____ (iii) Alternate II (Mar 2004) of 52.219-6.

____ (7)

____ (i) 52.219-7, Notice of Partial Small Business Set-Aside (June 2003) (15 U.S.C. 644).

____ (ii) Alternate I (Oct 1995) of 52.219-7.

____ (iii) Alternate II (Mar 2004) of 52.219-7.

XX (8) 52.219-8, Utilization of Small Business Concerns (May 2004) (15 U.S.C. 637(d)(2) and (3)).

____ (9)

XX (i) 52.219-9, Small Business Subcontracting Plan (Apr 2008) (15 U.S.C. 637(d)(4).

____ (ii) Alternate I (Oct 2001) of 52.219-9.

____ (iii) Alternate II (Oct 2001) of 52.219-9.

XX (10) 52.219-14, Limitations on Subcontracting (Dec 1996) (15 U.S.C. 637(a)(14)).

XX (11) 52.219-16, Liquidated Damages--Subcontracting Plan (Jan 1999) (15 U.S.C. 637(d)(4)(F)(i)).

____ (12)

____ (i) 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns (Oct 2008) (10 U.S.C. 2323) (if the offeror elects to waive the adjustment, it shall so indicate in its offer).

____ (ii) Alternate I (June 2003) of 52.219-23.

____ (13) 52.219-25, Small Disadvantaged Business Participation Program-Disadvantaged Status and Reporting (Apr 2008) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

____ (14) 52.219-26, Small Disadvantaged Business Participation Program-Incentive Subcontracting (Oct 2000) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

XX (15) 52.219-27, Notice of Total Service-Disabled Veteran-Owned Small Business Set-Aside (May 2004) (15 U.S.C. 657 f).

XX (16) 52.219-28, Post Award Small Business Program Rerepresentation (June 2007) (15 U.S.C. 632(a)(2)).

XX (17) 52.222-3, Convict Labor (June 2003) (E.O. 11755).

XX (18) 52.222-19, Child Labor--Cooperation with Authorities and Remedies (Feb 2008) (E.O. 13126).

XX (19) 52.222-21, Prohibition of Segregated Facilities (Feb 1999).

XX (20) 52.222-26, Equal Opportunity (Apr 2002) (E.O. 11246).

XX (21) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sept 2006) (38 U.S.C. 4212).

XX (22) 52.222-36, Affirmative Action for Workers with Disabilities (Jun 1998) (29 U.S.C. 793).

XX (23) 52.222-37, Employment Reports on Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sept 2006) (38 U.S.C. 4212).

XX (24) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (Dec 2004) (E.O. 13201).

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____ (25) 52.222-54, Employment Eligibility Verification (Jan 2009). (Executive Order 12989). (Not applicable to the acquisition of commercially available off-the-shelf items or certain other types of commercial items as prescribed in 22.1803.)

(26)

____ (i) 52.223-9, Estimate of Percentage of Recovered Material Content for EPA-Designated Items (May 2008) (42 U.S.C.6962(c)(3)(A)(ii)).

____ (ii) Alternate I (May 2008) of 52.223-9 (42 U.S.C.6962(i)(2)(C)).

XX (27) 52.223-15, Energy Efficiency in Energy-Consuming Products (Dec 2007) (42 U.S.C. 8259b).

(28)

XX (i) 52.223-16, IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products (Dec 2007) (E.O. 13423).

XX (ii) Alternate I (Dec 2007) of 52.223-16.

____ (29) 52.225-1, Buy American Act-Supplies (June 2003)(41 U.S.C.10a-10d).

(30)

____ (i) 52.225-3, Buy American Act-Free Trade Agreements-Israeli Trade Act (Aug 2007) (41 U.S.C. 10a-10d, 19 U.S.C. 3301 note, 19 U.S.C. 2112 note, Pub. L. 108-77, 108-78, 108-286, 109-53 and 109-169.

____ (ii) Alternate I (Jan 2004) of 52.225-3.

____ (iii) Alternate II (Jan 2004) of 52.225-3.

XX (31) 52.225-5, Trade Agreements (Nov 2007) (19 U.S.C. 2501, et seq., 19 U.S.C. 3301 note).

____ (32) 52.225-13, Restrictions on Certain Foreign Purchases (Jun 2008) (E.O.'s, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of the Treasury).

____ (33) 52.226-4, Notice of Disaster or Emergency Area Set-Aside (Nov 2007) (42 U.S.C. 5150).

____ (34) 52.226-5, Restrictions on Subcontracting Outside Disaster or Emergency Area (Nov 2007) (42 U.S.C. 5150).

____ (35) 52.232-29, Terms for Financing of Purchases of Commercial Items (Feb 2002) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).

____ (36) 52.232-30, Installment Payments for Commercial Items (Oct 1995)

(41 U.S.C. 255(f), 10 U.S.C. 2307(f)).

XX (37) 52.232-33, Payment by Electronic Funds Transfer-Central Contractor Registration (Oct 2003) (31 U.S.C. 3332).

____ (38) 52.232-34, Payment by Electronic Funds Transfer-Other than Central Contractor Registration (May 1999) (31 U.S.C. 3332).

____ (39) 52.232-36, Payment by Third Party (May 1999)(31 U.S.C. 3332).

XX (40) 52.239-1, Privacy or Security Safeguards (Aug 1996) (5 U.S.C.552a).

(41)

____ (i) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (Feb 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631).

____ (ii) Alternate I (Apr 1984) of 52.247-64.

(c) The Contractor shall comply with the FAR clauses in this paragraph (c), applicable to commercial services, that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items: **(To Be Determined on an Individual Delivery/Task Order Basis at such time if the Service Contract Act applies to a particular Delivery/Task Order then the appropriate action will occur in accordance with the clause below)**

XX (1) 52.222-41, Service Contract Act of 1965 (Nov 2007)(41 U.S.C. 351, et seq.).

XX (2) 52.222-42, Statement of Equivalent Rates for Federal Hires (May 1989) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

XX (3) 52.222-43, Fair Labor Standards Act and Service Contract Act-Price Adjustment (Multiple Year and Option Contracts) (May 1989) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

XX (4) 52.222-44, Fair Labor Standards Act and Service Contract Act-Price Adjustment (Feb 2002) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

____ (5) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).

____ (6) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Feb 2009) (41 U.S.C. 351, et seq.).

____ (7) 52.237-11, Accepting and Dispensing of \$1 Coin (Aug 2007) (31 U.S.C. 5112(p)(1)).

(d) Comptroller General Examination of Record. The Contractor shall comply with the provisions of this paragraph (d) if this contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records-Negotiation.

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(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to and right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of type and regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(e)

(1) Notwithstanding the requirements of the clauses in paragraphs (a), (b), (c), and (d) of this clause, the Contractor is not required to flow down any FAR clause, other than those in this paragraph (e)(1) in a subcontract for commercial items. Unless otherwise indicated below, the extent of the flow down shall be as required by the clause--

(i) 52.203-13, Contractor Code of Business Ethics and Conduct (DEC 2008) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)).

(ii) 52.219-8, Utilization of Small Business Concerns (May 2004) (15 U.S.C. 637(d)(2) and (3)), in all subcontracts that offer further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$550,000 (\$1,000,000 for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(iii) 52.222-26, Equal Opportunity (Mar 2007) (E.O. 11246).

(iv) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Sept 2006) (38 U.S.C. 4212).

(v) 52.222-36, Affirmative Action for Workers with Disabilities (June 1998) (29 U.S.C. 793).

(vi) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).

(vii) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.).

(viii) 52.222-50, Combating Trafficking in Persons (Feb 2009) (22 U.S.C. 7104(g)).

____ Alternate I (Aug 2007) of 52.222-50 (22 U.S.C. 7104(g)).

(ix) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).

(x) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Feb 2009) (41 U.S.C. 351, et seq.).

(xi) 52.222-54, Employment Eligibility Verification (Jan 2009).

(xii) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (Feb 2006) (46 U.S.C. Appx 1241 (b) and 10 U.S.C. 2631). Flow down required in accordance with paragraph (d) of FAR clause 52.247-64.

(2) While not required, the contractor may include in its subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

(End of Clause)

3.0 52.212-1 INSTRUCTIONS TO OFFERORS--COMMERCIAL ITEMS (JUN 2008)
(Reference 12.301)

NOTE: paragraph (a), second sentence, does not apply to this requirement.
Paragraph (c), 150 calendar days

3.1 52.212-1A ADDENDUM TO 52.212-1

3.1.1 Instructions for Oral Presentations (if executed)

Once a presentation date and time is confirmed, no rescheduling of presentations will be entertained, unless determined necessary by the Government.

The Offeror will be responsible for any audio visual equipment needed for their presentation. The Offeror shall provide twenty (20) paper copies of the oral presentation slides at the time of the oral presentation.

At the oral presentation, key personnel that will be assigned to the contract shall be present. A maximum of twelve (12) people may be in attendance. The Offeror's Program Manager shall attend and participate in the presentation. The Offeror, at least five days prior to its oral presentation, shall provide to the Contracting Officer a list of names, firms, and position titles of those persons participating in the presentation.

Each 1 hour presentation will be followed by a question and answer period regarding the Offeror's Proposal. The question and answer period will be a maximum of two hours in duration.

If oral presentations are executed, the Government intends to videotape the presentation.

3.1.2 General Proposal Preparation Instructions:

All offerors are required to submit an offer that conforms to the solicitation. The Government may award without discussions with offerors (except clarifications as described in FAR 15.306(a)); therefore, the offeror's initial proposal should be clear and complete and contain the offeror's best terms and price. The Government reserves the right to conduct discussions.

Offers shall be submitted in one original and one CD-R. All documents on the CD-R shall be provided in a Portable Document Format (PDF) format.

3.1.3 Proposal Format

Proposals must be legible and prepared on standard 8 1/2 x 11 inch paper, double-spaced. The offeror shall use a type size no smaller than a 12-pitch font. The offer shall consist of three separately bound volumes: Volume I - Approach; Volume II - Past Performance, and Volume III - Business/Price Proposal. Volume I shall be limited to 150 pages. Any graphics, executive summaries, transmittal letters, attachments and charts used shall comply with the required paper size and shall be included in the page count limit. The packaging used in submitting the proposal must clearly identify the solicitation number and the name of the offeror. It is the responsibility of the offeror to ensure that the proposal is timely delivered.

Offerors shall submit their proposals to the following address:

U.S. Department of Commerce/NOAA
Acquisition & Grants Office
Attn: Anita R. Middleton
1325 E. West Highway, SSMC2, Rm 11220
Silver Spring, MD 20910-3283

Solicitation Number: DG133W-09-RP-0074

Proposals are due no later than 03:00 p.m. eastern time on June 24, 2009.

3.1.4 Volume I – Approach Factor:

(a) Program: The total page limit for this volume is 150 pages.

Technical: The offeror shall present its approach to perform the work and implement innovative solutions contemplated in the Performance Work Statement entitled NOAALink Program, and dated December 2008. Discuss the proposed approach to implementing the provisions of Information Technology Infrastructure Library version 3 (ITIL v3) and ISO 20000 best practices. No cost or price information shall be included in this section.

Management: The offeror shall present its approach to manage the work contemplated in the Performance Work Statement entitled NOAALink Program, and dated December 2008, Attachment A. Include an explanation of your organization, the reporting chain of command, specifically describing proposed lines of authority and means of communication within the offeror's firm and with team members and designated Government representatives. Offerors shall address key personnel, their proposed responsibilities, and time commitment to the project. Describe the crafting of the team, the roles of each team member, why they are on the team and value that they will add to the team. Describe the processes, tools, and techniques to be used to manage and perform NOAALink. Describe the process by which work will be allocated among team members. Identify any perceived conflicts of interest and areas of risk in performance of this contract and how those conflicts and risks will be mitigated. Provide a Quality Assurance Plan and where appropriate include Incentive/Disincentive Plan that supports the Performance Work Statement, Attachment A, Quality Assurance Surveillance Plan and Responsibilities Matrix, Attachment B. No cost or price information shall be included in this section.

(b) Sample Tasks: The responses to these labor hour sample tasks are limited to 15 pages per task. These pages are part of the total volume limit of 150 pages. The offeror shall present its approach to manage and perform the work contemplated in the Performance Work Statement for each sample task. Include an explanation of your task order organization, the reporting chain of command, specifically describing proposed lines of authority and means of communication for the task order. Offerors shall address key personnel, their proposed responsibilities, and time commitment to the task order. Describe the crafting of the team for the task order, the roles of each team member, why they are on the team for the task order and value that they will add to the task order. Describe the processes, tools, techniques and capabilities to be used to manage and perform the task order. Identify any perceived conflicts of interest and areas of risk in performance of this task order and how those conflicts and risks will be mitigated. No cost or price information shall be included in this section. The offeror will provide a response to the three sample tasks set forth in Attachments G through K to the solicitation. The response shall include the following:

- (1) Description of possible areas to be investigated in researching the task;
- (2) Description of the approach perform and manage the work, including a step-by-step procedure and methodology which would be used in accomplishing the task;
- (3) Identification of the additional information that would be required to perform the task, if any;
- (4) Work plan for implementation;
- (5) Description of the expected results of the task order;
- (6) Number of hours by labor category contemplated to be used; (to be set forth in Volume I and III)
- (7) Unit price and total dollar amount for each labor category; (to be set forth in Volume III) and
- (8) Any other proposed costs to perform the task (to be set forth in Volume III).
- (9) Labor Hour ceiling price for each sample task (to be set forth in Volume III).

3.1.5 Volume II - Past Performance Factor:

The total page limit for this volume is twenty five pages. The offeror shall describe its past performance and prior experience based on five projects performed with high quality that set forth experience that is relevant to the work contemplated for NOAALink based on similarity, scope, magnitude, and complexity. No more than five references shall be submitted that have been performed within the last three years. At least three of the references shall be for contracts performed by the offeror, and up to two may be for contracts performed by the offeror's proposed subcontractors.

For each past performance reference, provide the following:

- (1) Contract number;
- (2) Dollar value of the contract;
- (3) Name and phone number of the point of contact in the federal, state, local government or commercial entity for whom the contract was performed with knowledge of the offeror's performance;

**52.212-2 AND ADDENDUM
EVALUATION - COMMERCIAL ITEMS**

- (4) Description of the work performed;
- (5) Names of subcontractors used, if any and a description of the extent of work performed by the subcontractors/partners;
- (6) Number, type and severity of any quality, delivery or cost problems encountered in performing the contract; and
- (7) Corrective action taken for problems encountered and the effectiveness of the corrective action.

The offeror shall complete the information in the Past Performance Form at Attachment F to the solicitation for each of the five references submitted in the proposal. The Government reserves the right to limit the number of references it contacts and to contact references or use sources other than those provided by the offeror to obtain information related to past performance and prior experience.

3.1.6 Volume III – Business and Pricing Proposal:

Section 1-Business Documentation: There is no page limit for this section. The offeror shall provide the following:

- 1) Standard Form 1449, Solicitation/Contract/Order for Commercial Items: Complete Blocks 12, 17a, 30a, 30b and 30c only. An official having the authority to contractually bind the offeror's company must sign the SF 1449 in accordance with the procedures prescribed in FAR 4.102.
- 2) Acknowledgement of Amendments: Acknowledge all solicitation amendments, if issued, using one of the methods set forth in Block 11 of the Standard Form 30.
- 3) Notwithstanding the fact that a subcontracting plan is required only for unrestricted solicitations, the following Bureau goals are provided for information purposes and to encourage small business contractors. Small Business contracting plan is not an evaluation factor. Below is a table showing the Bureau's goals:

Program	Goals
Small Business	51.50%
Small Disadvantaged Business	12.00%
Woman-Owned Small Business	8.50%
HUBZone Business	3.00%
Veteran-Owned Small Business	3.00%
Service-Disabled Veteran-Owned Small Business	3.00%
8(a)	12.50%

Note: Offerors may use second tier subcontractors in obtaining the overall 51.50% small business subcontracting goal.

- 4) Representations, Certifications and Other Statements of Offerors: Pursuant to FAR 52.212-3, if the offeror has completed the annual representations and certifications electronically at <http://orca.bpn.gov>, then the offeror shall complete only paragraph (b) the provision and include it in this section. If an offeror has not completed the annual representations and certifications electronically at the ORCA website, the offeror shall complete only paragraphs (c) through (m) of the provision and include it in this section.
- 5) The Offeror shall list any exceptions taken to the solicitation terms and conditions or any other requirements. At a minimum, responses shall indicate the specific solicitation reference (e.g., section/paragraph number of the requirement to which the exception is taken) and the reasons for the exception. If there are no exceptions to the solicitation, then the Offeror should state that there are "none."

Section 2-Pricing:

A) Labor

There is no page limit for this section. The offeror shall provide labor rates at price for all labor categories in the Labor Price Template at Attachments F and G to the solicitation and include it in this volume. Price shall include direct cost, indirect cost, and profit. Provide a narrative explanation of how prices were derived including the methodology to map to the generic labor categories, escalation rates and assumptions used in developing the labor

category prices, and any discounts being offered. Hourly Labor Rates shall be binding for the duration of the contract.

B) Sample Task Pricing

There is no page limit for this section. The offeror shall provide labor categories and corresponding hours to perform the sample task. The offeror shall also provide fully burden hourly rates utilizing the prices contained in the Labor Price Template, Attachments F and G.

3.1.7 52.222-24 PREAWARD ON-SITE EQUAL OPPORTUNITY COMPLIANCE EVALUATION (FEB 1999) (NOTE: FOR PRIME AND ALL TEAM MEMBERS)
(Reference 22.810)

3.1.8 52.222-46 EVALUATION OF COMPENSATION FOR PROFESSIONAL EMPLOYEES (FEB 1993)
(Reference 22.1103)

3.1.9 52.232-38 SUBMISSION OF ELECTRONIC FUNDS TRANSFER INFORMATION WITH OFFER (MAY 1999)
(Reference 32.1110)

3.1.10 52.237-10 IDENTIFICATION OF UNCOMPENSATED OVERTIME (OCT 1997)
(Reference 37.115-3)

3.1.11 1352.215-73 INQUIRIES (MAR 2000)

Offerors must submit all questions concerning this solicitation in writing to the Contracting Officer. All questions should be posted to the NOAALink webpage under the Q&A Forum tab.

The NOAALink webpage is <http://noaalink.noaa.gov>.
(End of clause)

3.1.12 52.216-1 TYPE OF CONTRACT (APR 1984)

The Government contemplates award of multiple Indefinite Delivery/Indefinite Quantity Contracts with Firm Fixed Price, Labor Hour, and Time-and-Material Delivery or Task Orders.
(End of Provision)

3.1.13 52.233-2 SERVICE OF PROTEST (SEP 2006)

(a) Protests, as defined in section 33.101 of the Federal Acquisition Regulation, that are filed directly with an agency, and copies of any protests that are filed with the General Accountability Office (GAO), shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from DoC/NOAA/Office of Acquisition and Grants 1325 E. West Hwy, Rm 11220, SSMC2 MailStop: OFA63 Silver Spring, MD 20910-3283 Attn: Anita Middleton

(b) The copy of any protest shall be received in the office designated above within one day of filing a protest with the GAO.

(End of Provision)

3.1.14 1352.233-71 SERVICE OF PROTESTS (MAR 2000)

An agency protest may be filed with either (1) the Contracting Officer, or (2) at a level above the Contracting Officer, with the agency Protest Decision Authority. See 64 Fed. Reg. 16,651 (April 6, 1999) (Internet site: <http://oamweb.osc.doc.gov/conops/reflib/alp1296.htm>) for the procedures for filing agency protests at the level above the Contracting Officer (with the Protest Decision Authority). Agency protests filed with the Contracting Officer shall be sent to the following address: DoC/NOAA/Office of Acquisition and Grants 1325 E. West Hwy, Rm 11220, SSMC2 MailStop: OFA63 Silver Spring, MD 20910-3283 Attn: Anita Middleton. If a protest is filed with either the Protest Decision Authority, or with the General Accounting Office (GAO), a complete copy of the protest (including all attachments) shall be served upon both the Contracting Officer and Contract Law Division of the

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Office of the General Counsel within one day of filing with the Protest Decision Authority or with GAO. Service upon the Contract Law Division shall be made, as follows:

U.S. Department of Commerce
Office of the General Counsel
Contract Law Division--Room 5893
Herbert C. Hoover Building
14th Street and Constitution Avenue, N.W.
Washington, D.C. 20230.
Attn: Mark Langstein, Esquire
FAX: (202) 482-5858

(End of clause)

3.1.15 1352.242-71 POST-AWARD CONFERENCE (MAR 2000)

A post-award conference with the successful offeror(s) may be required. If required, it will be scheduled and held within 10 days after the date of contract award. The conference will be held at a date, time and location to be determined after award.

(End of clause)

3.1.16 52.252-1 SOLICITATION PROVISIONS INCORPORATED BY REFERENCE (FEB 1998)

This solicitation incorporates one or more solicitation provisions by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. The offeror is cautioned that the listed provisions may include blocks that must be completed by the offeror and submitted with its quotation or offer. In lieu of submitting the full text of those provisions, the offeror may identify the provision by paragraph identifier and provide the appropriate information with its quotation or offer. Also, the full text of a solicitation provision may be accessed electronically at <http://www.arnet.gov>

(End of Provision)

3.1.17 1352.252-71 REGULATORY NOTICE (MAR 2000)

Offerors are advised that certain provisions and clauses identified with a Commerce Acquisition Regulation (CAR) notation for identification purposes have not yet been incorporated into the CAR. However, all of these items are binding for this acquisition and will eventually be contained in the CAR at Part 13 of Title 48 of the Code of Federal Regulations.

(End of clause)

4.0 52.212-2 EVALUATION--COMMERCIAL ITEMS (JAN 1999)

(a) The Government may award multiple contracts resulting from this solicitation to the responsible offerors whose offers conforming to the solicitation will be most advantageous to the Government, price and other factors considered. The following factors shall be used to evaluate offers:

(1) Approach Factor

a. Program Subfactors

- Technical (How the work will be performed and how innovation will be implemented)
- Management (How the work will be managed)
 - Quality Assurance Plan
 - Key Personnel
 - Processes, Tools, Methods and Capacity

b. Sample Tasks Subfactors

- Technical (How the work will be performed)
- Management (How the work will be managed)

(2) Past Performance Factor

- Quality of past performance
- Relevance of prior experience
 - Relevance of prior experience is similarity of the work performed previously to work to be performed in the future as described in the solicitation.

(3) Price Factor

- Amount:
 - Evaluated sum of the total Labor Template amount and Sample Task Orders
- Realism
 - Reasonableness, balance and consistency of the price

The three factors are listed in descending order of importance. The subfactors to each factor are equal in importance.

(b) A written notice of award or acceptance of offer mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer, shall result in a binding contract without further action by either party. Before the offer's specified expiration time, the Government may accept an offer (or part of an offer), whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award.

(End of Provision)

4.1 52.212-2A ADDENDUM TO 52.212-2

4.1.1 General Evaluation Information

Offerors who are awarded a contract as a result of RFP#: DG133W-09-RP-0074 for Strategic Program Management Services shall not be eligible for an award under this solicitation for CORE Services.

4.1.2 Number of Potential Awards

The Government contemplates one or more contract awards and reserves the right to make no award.

4.1.3 Competitive Range

If discussions are deemed necessary, the Source Selection Official will determine which offers are in the competitive range. The competitive range shall be comprised of the most highly-rated proposals unless the range is further reduced for purposes of efficiency pursuant to FAR 15.306(c)(2). The initial number of offers considered as being within the competitive range may be reduced when an offer has been determined to no longer have a reasonable chance of being selected for award.

4.1.4 Discussions

Meaningful discussions will be held with offerors in the competitive range.

4.1.5 Responsibility

Prior to award of a contract, an Offeror must be determined responsible according in the standards in FAR Subpart 9.1, Responsible Prospective Contractors. To be determined responsible, a prospective Offeror must:

- Have adequate financial resources to perform the contract or have the ability to obtain them;
- Be able to comply with the required or proposed delivery or performance schedule;
- Have a satisfactory performance record;
- Have a satisfactory record of integrity and business ethics;
- Have the necessary organization, experience, accounting and operational controls, and technical skills, or the ability to obtain them (including, as appropriate, such elements as production control procedures, property control systems, and quality assurance measures) applicable to materials to be produced or services to be performed by the prospective Offeror and Sub-Offerors;
- Have the necessary production, construction, and technical equipment and facilities, or the ability to obtain them; and
- Be otherwise qualified and eligible to receive an award under applicable laws and regulations.

4.1.6 Rating Scheme

4.1.6.1 Non Price Factors:

The Government will rate offers using an adjectival system using the following adjectives:

- a. Outstanding
- b. Good
- c. Satisfactory
- d. Marginal
- e. Unsatisfactory

Adjectival Descriptions

Adjective	Performance/ Capability	Risk	Past Performance/ Questionnaire	Past Performance Risk
Outstanding	The proposal exceeds requirements and clearly demonstrates the Offeror's capability to deliver truly exceptional performance with no deficiency or weakness.	Very Low Risk in meeting the Government's requirements	Essentially <u>no doubt</u> exists that the offeror will successfully perform the required effort based on their performance record	Very Low: Very Little doubt of exists, based on the Offeror's performance record, that the Offeror can perform the proposed effort.
Good	The proposal meets requirement and has superior features with no deficiency or significant weakness.	Low Risk in meeting the Government's requirements	<u>Little doubt</u> exists that the offeror will successfully perform the required effort based on their performance record.	Low: Little doubt exists, based on the Offeror's performance record, that the Offeror can perform the proposed effort.
Satisfactory	The proposal is above average; the Offeror is capable of more than meeting performance requirements with no deficiency or significant weakness.	Low to Moderate Risk in meeting the Government's requirements	<u>Some doubt</u> exists that the offeror will successfully perform required effort based on their performance record.	Moderate: Some doubt exists, based on the Offeror's performance record, that the Offeror can perform the proposed effort.
Marginal	The proposal is minimally adequate; the Offeror is most likely able to meet performance requirements and	Moderate to High Risk in meeting the Government's requirements	<u>Significant doubt</u> exists that the offeror will successfully perform the required effort based on their performance	High: Significant doubt exists, based on the Offeror's performance record, that the Offeror

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	has deficiencies or significant weaknesses but is capable of improvement.		record.	can perform the proposed effort.
Unsatisfactory	The proposal is inadequate; the Offeror cannot meet performance requirements and has many deficiencies.	Very High Risk in meeting the Government's requirements	It is <u>extremely doubtful</u> that the offeror will successfully perform the required effort based on their performance record.	Very High: Major doubt exists, based on the Offeror's performance record, that the Offeror can perform the proposed effort.

4.1.6.2 Price:

Proposed prices will be evaluated but not scored. The price evaluation will determine the evaluated amount based on the sum of the total labor template amount and sample task orders. The realism of the pricing will be based on reasonableness, balance and consistency of the price.

The price evaluation will be based on the evaluated price of the total labor proposed in the Labor Price Template plus the prices for the five labor hour sample task orders.

4.1.7 Basis for Award

This is a best value, competitive requirement. Award will be made to the offeror(s): whose offer conforms to the solicitation requirements; who is determined responsible in accordance with the Federal Acquisition Regulation (FAR) by possessing the financial and other capabilities to fulfill the requirements of the contract; and whose proposal is judged, by an integrated assessment of price and other evaluation factor(s) to be the most advantageous to the Government. The Government will use the best value trade-off process in determining which offer is in the best interest of the Government.

5.0 52.212-3 OFFEROR REPRESENTATIONS AND CERTIFICATIONS--COMMERCIAL ITEMS (FEB 2009)

An offeror shall complete only paragraph (b) of this provision if the offeror has completed the annual representations and certifications electronically at <http://orca.bpn.gov>. If an offeror has not completed the annual representations and certifications electronically at the ORCA website, the offeror shall complete only paragraphs (c) through (m) of this provision.

(a) Definitions. As used in this provision--

"Emerging small business" means a small business concern whose size is no greater than 50 percent of the numerical size standard for the NAICS code designated.

"Forced or indentured child labor" means all work or service--

(1) Exacted from any person under the age of 18 under the menace of any penalty for its nonperformance and for which the worker does not offer himself voluntarily; or

(2) Performed by any person under the age of 18 pursuant to a contract the enforcement of which can be accomplished by process or penalties.

"Manufactured end product" means any end product in Federal Supply Classes (FSC) 1000-9999, except--

(1) FSC 5510, Lumber and Related Basic Wood Materials;

(2) Federal Supply Group (FSG) 87, Agricultural Supplies;

(3) FSG 88, Live Animals;

(4) FSG 89, Food and Related Consumables;

(5) FSC 9410, Crude Grades of Plant Materials;

(6) FSC 9430, Miscellaneous Crude Animal Products, Inedible;

(7) FSC 9440, Miscellaneous Crude Agricultural and Forestry Products;

(8) FSC 9610, Ores;

(9) FSC 9620, Minerals, Natural and Synthetic; and

(10) FSC 9630, Additive Metal Materials.

"Place of manufacture" means the place where an end product is assembled out of components, or otherwise made or processed from raw materials into the finished product that is to be provided to the Government. If a product is disassembled and reassembled, the place of reassembly is not the place of manufacture.

"Restricted business operations" means business operations in Sudan that include power production activities, mineral extraction activities, oil-related activities, or the production of military equipment, as those terms are defined in the Sudan Accountability and Divestment Act of 2007 (Pub. L. 110-174). Restricted business operations do not include business operations that the person conducting the business can demonstrate--

(1) Are conducted under contract directly and exclusively with the regional government of southern Sudan;

(2) Are conducted pursuant to specific authorization from the Office of Foreign Assets Control in the Department of the Treasury, or are expressly exempted under Federal law from the requirement to be conducted under such authorization;

"Service-disabled veteran-owned small business concern"--

(1) Means a small business concern--

(i) Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and

(ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a service-disabled veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.

(2) Service-disabled veteran means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(16).

"Small business concern" means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR part 121 and size standards in this solicitation.

"Veteran-owned small business concern" means a small business concern--

(1) Not less than 51 percent of which is owned by one or more veterans (as defined at 38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and

(2) The management and daily business operations of which are controlled by one or more veterans.

"Women-owned business concern" means a concern which is at least 51 percent owned by one or more women; or in the case of any publicly owned business, at least 51 percent of its stock is owned by one or more women; and whose management and daily business operations are controlled by one or more women.

"Women-owned small business concern" means a small business concern--

OFFEROR REPRESENTATIONS AND CERTIFICATIONS - COMMERCIAL ITEMS

- (1) That is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women; and
- (2) Whose management and daily business operations are controlled by one or more women.

(b)

(1) Annual Representations and Certifications. Any changes provided by the offeror in paragraph (b)(2) of this provision do not automatically change the representations and certifications posted on the Online Representations and Certifications Application (ORCA) website.

(2) The offeror has completed the annual representations and certifications electronically via the ORCA website at <http://orca.bpn.gov>. After reviewing the ORCA database information, the offeror verifies by submission of this offer that the representations and certifications currently posted electronically at FAR 52.212-3, Offeror Representations and Certifications--Commercial Items, have been entered or updated in the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), as of the date of this offer and are incorporated in this offer by reference (see FAR 4.1201), except for paragraphs /___/.

[Offeror to identify the applicable paragraphs at (c) through (m) of this provision that the offeror has completed for the purposes of this solicitation only, if any.]

(c) Offerors must complete the following representations when the resulting contract will be performed in the United States or its outlying areas. Check all that apply.

(1) Small business concern. The offeror represents as part of its offer that it /___/ is, /___/ is not a small business concern.

(2) Veteran-owned small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents as part of its offer that it /___/ is, /___/ is not a veteran-owned small business concern.

(3) Service-disabled veteran-owned small business concern. [Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (c)(2) of this provision.] The offeror represents as part of its offer that it /___/ is, /___/ is not a service-disabled veteran-owned small business concern.

(4) Small disadvantaged business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents, for general statistical purposes, that it /___/ is, /___/ is not a small disadvantaged business concern as defined in 13 CFR 124.1002.

(5) Women-owned small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents that it /___/ is, /___/ is not a women-owned small business concern.

NOTE: Complete paragraphs (c)(6) and (c)(7) only if this solicitation is expected to exceed the simplified acquisition threshold.

(6) Women-owned business concern (other than small business concern). [Complete only if the offeror is a women-owned business concern and did not represent itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents that it is a women-owned business concern.

(7) Tie bid priority for labor surplus area concerns. If this is an invitation for bid, small business offerors may identify the labor surplus areas in which costs to be incurred on account of manufacturing or production (by offeror or first-tier subcontractors) amount to more than 50 percent of the contract price: _____

(8) Small Business Size for the Small Business Competitiveness Demonstration Program and for the Targeted Industry Categories under the Small Business Competitiveness Demonstration Program. [Complete only if the offeror has represented itself to be a small business concern under the size standards for this solicitation.]

(i) [Complete only for solicitations indicated in an addendum as being set-aside for emerging small businesses in one of the designated industry groups (DIGs).] The offeror represents as part of its offer that it /___/ is, /___/ is not an emerging small business.

(ii) [Complete only for solicitations indicated in an addendum as being for one of the targeted industry categories (TICs) or designated industry groups (DIGs).] Offeror represents as follows:

(A) Offeror's number of employees for the past 12 months (check the Employees column if size standard stated in the solicitation is expressed in terms of number of employees); or

(B) Offeror's average annual gross revenue for the last 3 fiscal years (check the Average Annual Gross Number of Revenues column if size standard stated in the solicitation is expressed in terms of annual receipts).

(Check one of the following):

Number of Employees Average Annual Gross Revenues

___ 50 or fewer	___ \$1 million or less
___ 51-100	___ \$1,000,001-\$2 million
___ 101-250	___ \$2,000,001-\$3.5 million
___ 251-500	___ \$3,500,001-\$5 million
___ 501-750	___ \$5,000,001-\$10 million
___ 751-1,000	___ \$10,000,001-\$17 million

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___ Over 1,000 ___ Over \$17 million

(9) [Complete only if the solicitation contains the clause at FAR 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns, or FAR 52.219-25, Small Disadvantaged Business Participation Program--Disadvantaged Status and Reporting, and the offeror desires a benefit based on its disadvantaged status.]

(i) General. The offeror represents that either--

(A) It / / is, / / is not certified by the Small Business Administration as a small disadvantaged business concern and identified, on the date of this representation, as a certified small disadvantaged business concern in the database maintained by the Small Business Administration (PRO-Net), and that no material change in disadvantaged ownership and control has occurred since its certification, and, where the concern is owned by one or more individuals claiming disadvantaged status, the net worth of each individual upon whom the certification is based does not exceed \$750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2); or

(B) It / / has, / / has not submitted a completed application to the Small Business Administration or a Private Certifier to be certified as a small disadvantaged business concern in accordance with 13 CFR 124, Subpart B, and a decision on that application is pending, and that no material change in disadvantaged ownership and control has occurred since its application was submitted.

(ii) / / Joint Ventures under the Price Evaluation Adjustment for Small Disadvantaged Business Concerns. The offeror represents, as part of its offer, that it is a joint venture that complies with the requirements in 13 CFR 124.1002(f) and that the representation in paragraph (c)(9)(i) of this provision is accurate for the small disadvantaged business concern that is participating in the joint venture. [The offeror shall enter the name of the small disadvantaged business concern that is participating in the joint venture: _____.]

(10) HUBZone small business concern. [Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.] The offeror represents, as part of its offer, that--

(i) It / / is, / / is not a HUBZone small business concern listed, on the date of this representation, on the List of Qualified HUBZone Small Business Concerns maintained by the Small Business Administration, and no material change in ownership and control, principal office, or HUBZone employee percentage has occurred since it was certified by the Small Business Administration in accordance with 13 CFR part 126; and

(ii) It / / is, / / is not a joint venture that complies with the requirements of 13 CFR part 126, and the representation in paragraph (c)(10)(i) of this provision is accurate for the HUBZone small business concern or concerns that are participating in the joint venture. [The offeror shall enter the name or names of the HUBZone small business concern or concerns that are participating in the joint venture: _____.] Each HUBZone small business concern participating in the joint venture shall submit a separate signed copy of the HUBZone representation.

(d) Representations required to implement provisions of Executive Order 11246--

(1) Previous contracts and compliance. The offeror represents that--

(i) It / / has, / / has not participated in a previous contract or subcontract subject to the Equal Opportunity clause of this solicitation; and

(ii) It / / has, / / has not filed all required compliance reports.

(2) "Affirmative Action Compliance." The offeror represents that--

(i) It / / has developed and has on file, / / has not developed and does not have on file, at each establishment, affirmative action programs required by rules and regulations of the Secretary of Labor (41 CFR Parts 60-1 and 60-2), or

(ii) It / / has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(e) Certification Regarding Payments to Influence Federal Transactions (31 U.S.C. 1352). (Applies only if the contract is expected to exceed \$100,000.) By submission of its offer, the offeror certifies to the best of its knowledge and belief that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress on his or her behalf in connection with the award of any resultant contract. If any registrants under the Lobbying Disclosure Act of 1995 have made a lobbying contact on behalf of the offeror with respect to this contract, the offeror shall complete and submit, with its offer, OMB Standard Form LLL, Disclosure of Lobbying Activities, to provide the name of the registrants. The offeror need not report regularly employed officers or employees of the offeror to whom payments of reasonable compensation were made.

(f) Buy American Act Certificate. (Applies only if the clause at Federal Acquisition Regulation (FAR) 52.225-1, Buy American Act-Supplies, is included in this solicitation.)

(1) The offeror certifies that each end product, except those listed in paragraph (f)(2) of this provision, is a domestic end product and that for other than COTS items, the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States. The offeror shall list as foreign end products those end products manufactured in the United States that do not qualify as domestic end products, i.e., an

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end product that is not a COTS item and does not meet the component test in paragraph (2) of the definition of "domestic end product," "end product," "foreign end product," and "United States" are defined in the clause of this solicitation entitled "Buy American Act-Supplies."

(2) Foreign End Products: [List as necessary]

Line Item No.	Country of Origin

(3) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25.

(g)

(1) Buy American Act--Free Trade Agreements--Israeli Trade Act Certificate. (Applies only if the clause at FAR 52.225-3, Buy American Act--Free Trade Agreements--Israeli Trade Act, is included in this solicitation.)

(i) The offeror certifies that each end product, except those listed in paragraph (g)(1)(ii) or (g)(1)(iii) of this provision, is a domestic end product and that for other than COTS items, the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States. The terms "Bahrainian or Moroccan end product," "commercially available off-the-shelf (COTS) item," "component," "domestic end product," "end product," "foreign end product," "Free Trade Agreement Country," "Free Trade Agreement Country end product," "Israeli end product," and "United States" are defined in the clause of this solicitation entitled "Buy American Act--Free Trade Agreements--Israeli Trade Act."

(ii) The offeror certifies that the following supplies are Free Trade Agreement country end products (other than Bahrainian or Moroccan end products) or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act--Free Trade Agreements--Israeli Trade Act":

FREE TRADE AGREEMENT COUNTRY END PRODUCTS (OTHER THAN BAHRAINIAN OR MOROCCAN END PRODUCTS)OR ISRAELI END PRODUCTS:

Line Item No.	Country of Origin

(iii) The offeror shall list those supplies that are foreign end products (other than those listed in paragraph (g)(1)(ii) of this provision) as defined in the clause of this solicitation entitled "Buy American Act--Free Trade Agreements--Israeli Trade Act." The offeror shall list as other foreign end products those end products manufactured in the United States that do not qualify as domestic end products, i.e., an end product that is not a COTS item and does not meet the component test in paragraph (2) of the definition of "domestic end product."

Other Foreign End Products:

Line Item No.	Country of Origin

(iv) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25.

(2) Buy American Act--Free Trade Agreements--Israeli Trade Act Certificate, Alternate I. If Alternate I to the clause at FAR 52.225-3 is included in this solicitation, substitute the following paragraph (g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:

(g)(1)(ii) The offeror certifies that the following supplies are Canadian end products as defined in the clause of this solicitation entitled "Buy American Act--Free Trade Agreements--Israeli Trade Act":

Canadian End Products:

Line Item No.

(3) Buy American Act--Free Trade Agreements--Israeli Trade Act Certificate, Alternate II. If Alternate II to the clause at FAR 52.225-3 is included in this solicitation, substitute the following paragraph (g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:

(g)(1)(ii) The offeror certifies that the following supplies are Canadian end products or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act--Free Trade Agreements--Israeli Trade Act":

Canadian or Israeli End Products:

Line Item No.	Country of Origin

OFFEROR REPRESENTATIONS AND CERTIFICATIONS - COMMERCIAL ITEMS

(4) Trade Agreements Certificate. (Applies only if the clause at FAR 52.225-5, Trade Agreements, is included in this solicitation.)

(i) The offeror certifies that each end product, except those listed in paragraph (g)(4)(ii) of this provision, is a U.S.-made or designated country end product, as defined in the clause of this solicitation entitled "Trade Agreements."

(ii) The offeror shall list as other end products those end products that are not U.S.-made or designated country end products.

Other End Products:

Line Item No.	Country of Origin

(iii) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25. For line items covered by the WTO GPA, the Government will evaluate offers of U.S.-made or designated country end products without regard to the restrictions of the Buy American Act. The Government will consider for award only offers of U.S.-ade or designated country end products unless the Contracting Officer determines that there are no offers for such products or that the offers for such products are insufficient to fulfill the requirements of the solicitation.

(h) Certification Regarding Responsibility Matters (Executive Order 12689)." (Applies only if the contract value is expected to exceed the simplified acquisition threshold.) The offeror certifies, to the best of its knowledge and belief, that the offeror and/or any of its principals--

(1) / / Are, / / are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(2) / / Have, / / have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, state or local government contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property;

(3) / / Are, / / are not presently indicted for, or otherwise criminally or civilly charged by a Government entity with, commission of any of these offenses enumerated in paragraph (h)(2) of this clause; and

(4) / / Have, / / have not, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.

(i) Taxes are considered delinquent if both of the following criteria apply:

(A) The tax liability is finally determined. The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.

(B) The taxpayer is delinquent in making payment. A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.

(ii) Examples.

(A) The taxpayer has received a statutory notice of deficiency, under I.R.C. §6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(B) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. §6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(C) The taxpayer has entered into an installment agreement pursuant to I.R.C. §6159. The taxpayer is making timely payments and is in full compliance with the agreement terms. The taxpayer is not delinquent because the taxpayer is not currently required to make full payment.

(D) The taxpayer has filed for bankruptcy protection. The taxpayer is not delinquent because enforced collection action is stayed under 11 U.S.C. §362 (the Bankruptcy Code).

(i) Certification Regarding Knowledge of Child Labor for "Listed End Products (Executive Order 13126)."

(1) "Listed end products." _____

(2) "Certification." _____

OFFEROR REPRESENTATIONS AND CERTIFICATIONS - COMMERCIAL ITEMS

☐ (i) The offeror will not supply any end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product.

☐ (ii) The offeror may supply an end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product. The offeror certifies that it has made a good faith effort to determine whether forced or indentured child labor was used to mine, produce, or manufacture any such end product furnished under this contract. On the basis of those efforts, the offeror certifies that it is not aware of any such use of child labor.

(j) Place of manufacture. (Does not apply unless the solicitation is predominantly for the acquisition of manufactured end products.) For statistical purposes only, the offeror shall indicate whether the place of manufacture of the end products it expects to provide in response to this solicitation is predominantly--

☐ (1) In the United States (Check this box if the total anticipated price of offered end products manufactured in the United States exceeds the total anticipated price of offered end products manufactured outside the United States); or

☐ (2) Outside the United States.

(k) Certificates regarding exemptions from the application of the Service Contract Act. (Certification by the offeror as to its compliance with respect to the contract also constitutes its certification as to compliance by its subcontractor if it subcontracts out the exempt services.)

_____ (1) Maintenance, calibration, or repair of certain equipment as described in FAR 22.1003-4(c)(1). The offeror ☐ does ☐ does not certify that--

(i) The items of equipment to be serviced under this contract are used regularly for other than Governmental purposes and are sold or traded by the offeror (or subcontractor in the case of an exempt subcontract) in substantial quantities to the general public in the course of normal business operations;

(ii) The services will be furnished at prices which are, or are based on, established catalog or market prices (see FAR 22.1003-4(c)(2)(ii)) for the maintenance, calibration, or repair of such equipment; and

(iii) The compensation (wage and fringe benefits) plan for all service employees performing work under the contract will be the same as that used for these employees and equivalent employees servicing the same equipment of commercial customers.

_____ (2) Certain services as described in FAR 22.1003-4(d)(1). The offeror ☐ does ☐ does not certify that--

(i) The services under the contract are offered and sold regularly to non-Governmental customers, and are provided by the offeror (or subcontractor in the case of an exempt subcontract) to the general public in substantial quantities in the course of normal business operations;

(ii) The contract services will be furnished at prices that are, or are based on, established catalog or market prices (see FAR 22.1003-4(d)(2)(iii));

(iii) Each service employee who will perform the services under the contract will spend only a small portion of his or her time (a monthly average of less than 20 percent of the available hours on an annualized basis, or less than 20 percent of available hours during the contract period if the contract period is less than a month) servicing the Government contract; and

(iv) The compensation (wage and fringe benefits) plan for all service employees performing work under the contract is the same as that used for these employees and equivalent employees servicing commercial customers.

(3) If paragraph (k)(1) or (k)(2) of this clause applies--

(i) If the offeror does not certify to the conditions in paragraph (k)(1) or (k)(2) and the Contracting Officer did not attach a Service Contract Act wage determination to the solicitation, the offeror shall notify the Contracting Officer as soon as possible; and

(ii) The Contracting Officer may not make an award to the offeror if the offeror fails to execute the certification in paragraph (k)(1) or (k)(2) of this clause or to contact the Contracting Officer as required in paragraph (k)(3)(i) of this clause.

(l) Taxpayer Identification Number (TIN) (26 U.S.C. 6109, 31 U.S.C. 7701). (Not applicable if the offeror is required to provide this information to a central contractor registration database to be eligible for award.)

(1) All offerors must submit the information required in paragraphs (l)(3) through (l)(5) of this provision to comply with debt collection requirements of 31 U.S.C. 7701(c) and 3325(d), reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M, and implementing regulations issued by the Internal Revenue Service (IRS).

(2) The TIN may be used by the Government to collect and report on any delinquent amounts arising out of the offeror's relationship with the Government (31 U.S.C. 7701(c)(3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the offeror's TIN.

(3) Taxpayer Identification Number (TIN).

☐ TIN: _____.

☐ TIN has been applied for.

☐ TIN is not required because:

OFFEROR REPRESENTATIONS AND CERTIFICATIONS - COMMERCIAL ITEMS

☐ ☐ Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;

☐ ☐ Offeror is an agency or instrumentality of a foreign government;

☐ ☐ Offeror is an agency or instrumentality of the Federal Government.

(4) Type of organization.

☐ ☐ Sole proprietorship;

☐ ☐ Partnership;

☐ ☐ Corporate entity (not tax-exempt);

☐ ☐ Corporate entity (tax-exempt);

☐ ☐ Government entity (Federal, State, or local);

☐ ☐ Foreign government;

☐ ☐ International organization per 26 CFR 1.6049-4;

☐ ☐ Other _____.

(5) Common parent.

☐ ☐ Offeror is not owned or controlled by a common parent;

☐ ☐ Name and TIN of common parent:

Name _____.

TIN _____.

ATTACHMENT A

PERFORMANCE WORK STATEMENT

NOAALINK PROGRAM
Where Business and IT Converge

DECEMBER 2008

ATTACHMENT A: PERFORMANCE WORK STATEMENT (PWS)NOAALINK
Where Business and IT Converge**0.0 INTRODUCTION**

0.1 Challenge. The National Oceanic and Atmospheric Administration (NOAA) is constantly adopting improved means to manage and deliver data and information to citizens and businesses in the areas of weather and water forecasts, search and rescue, climate change, environmental images, coastal maps, and ecosystems management. NOAA's current IT environment, contracting, and governance practices, however, limits the organization's ability to readily leverage economies of scale and provide end-to-end visibility into IT operations.

0.2 Solution. To meet this challenge, the NOAA Office of the Chief Information Officer (OCIO) and Line Office OCIOs work closely with business partners throughout NOAA, the Department of Commerce, other government agencies, and industry to ensure the use of leading-edge technology to better meet these needs and resulting implications for national security. The NOAALink contracts contemplated will enable the IT organizations at NOAA to partner with industry with the goal of acquiring a broad range of cost-effective, enterprise-wide IT solutions to improve IT service delivery and support via the following goals:

Goals:

- Goal 1: Establish secure, enterprise-wide IT standardized solutions
- Goal 2: Enable the NOAA mission
- Goal 3: Maximize agility and innovation in IT service delivery
- Goal 4: Deliver cost-effective IT solutions
- Goal 5: Foster strategic partnerships
- Goal 6: Create effective IT governance

1.0 SCOPE

1.1 Description. NOAALink focuses both on enterprise- and service area-level requirements for IT products and services. The initiative leverages the potential of a total, interdependent system of NOAA capabilities, based upon five foundational pillars: 1) Build Strategic Alignment, 2) Develop IT Capabilities, 3) Leverage Resources, 4) Strengthen Strategic Partnerships, and 5) Organize for Continuous Improvement and Innovation. Within each pillar is embedded a series of strategic or enterprise-level IT requirements.

Flowing from these requirements is a series of IT service-area requirements grouped within five management components: 1) Strategic Management, 2) Customer Care, 3) Infrastructure Management, 4) Business Management, and 5) Information Security and Risk Management. Their purpose is to establish a standard framework for meeting NOAA's mission needs. These requirements are supported by a strong set of contract management principles and practices that provide for continuous visibility into the activities of the procurement vehicle, use of an actionable catalog of service offerings and practical Service-Level Agreements (SLAs) for delivery of products and services, and effective contract transition planning and support.

NOAALink will employ the Federal Segment Architecture Methodology (FSAM). This methodology is a repeatable process in support of improving NOAA's mission execution and service delivery to stakeholders and business partners. The FSAM includes step by step guidance based on business-driven, results-oriented architecture. Within the context of NOAALink each of the FSAM process steps is important in the development of a complete and actionable segment architecture. In order for the segment architecture to be "actionable", it must include specific, measurable milestones and deliverables that, once achieved, will lead to the targeted performance improvements.

1.2 Objective. To achieve economies-of-scale, consistent standards, and comprehensive IT services to develop a secure, reliable, technically robust operating environment that supports NOAA's mission, vision, and goals; leverage the potential for innovation that can originate through local agility; and ensure the

highest data quality for emergency management officials, decision makers, researchers, and the general public.

The requirements for this initiative are divided among five *Management Components*, whose purpose is to establish a standard framework for meeting NOAA mission, vision, and goals. These components, in turn, are supported by IT *Service Areas*, as shown below:

Management Component	Service Areas
Strategic Management	Decision Support Enterprise Architecture Services Project Management Services
Customer Care	End-User Service Center Services Desktop Management Services Communication and Collaboration Services
Infrastructure Management	Data and Voice Network Services Data Center Services Application Management Services
Business Management	Strategic Sourcing Catalog Services Training/Professional/Consulting Services Special Projects
Information Security and Risk Management	Security Services Continuity of Operations and Disaster Recovery

The FSAM supports all of the five (5) management component area's requirements. The NOAALink management areas map to three segment types as defined in the OMB FEA Practice Guidance: core mission area, business service, and enterprise service segments.

2.0 LIST OF TASKS

2.1 a) IT Governance. NOAALink will provide an IT Governance Framework for ensuring that service level agreements are monitored and measured across NOAA's information enterprise. This framework is critical for ensuring that all IT Service Management Processes, Operational Level Agreements, and underpinning contracts and task orders are structured to meet the needs of the organization. In addition the IT Governance Framework will ensure that quality and continuous improvement are integral part of operations and provide value to NOAALink customers. This framework is necessary to initiate, sustain, and continually improve the NOAALink services provided by offerors. Therefore, it is essential that offerors responding to this solicitation work collectively to continually improve IT Governance and IT Services. NOAALink is fundamental to achieving the following organizational objectives:

- Provide clear definition of service objectives and performance criteria
- Develop linkage of IT service specifications to the performance of the IT infrastructure
- Define operational performance requirements
- Map services to technology
- Possess the ability to model the effect of changes in technology to changes in business requirements
- Develop cost models to evaluate Return on Investment (ROI) and cost reduction strategies
- Comply with Federal regulations and DOC and NOAA policy
- Understand the needs of NOAALink's customers, the broader DOC organization, and other stakeholders

The Framework will take into account strategy, design, operation, and continuous improvement of IT services. In addition, it will leverage customer feed back and service level targets to ensure that NOAA Link is delivering high quality services and products.

b) Earned Value Management. NOAALink will be used Earned Value Management to measure overall performance of NOAALink. ANSI/EIA Standard 748 techniques will be applied to monitor and compare actual performance against planned results. Schedule and cost parameters will be evaluated both the NOAALink and individual task order level in an attempt to improve overall program efficiency as well as IT service delivery.

2.2 Strategic Management. The system – programs, processes, tools, and technologies – NOAA desires to put in place to develop its IT strategy, strengthen the transformation to a customer-centric environment, translate its operational actions, measure results, and ensure its management for continuous improvement and innovation. Three Service Areas support Strategic Management: *Decision Support, Enterprise Architecture Services, and Project Management Services.*

Within the context of NOAALink, the FSAM is a scalable and repeatable process designed to deliver value-added plans for improved mission delivery. Specifically, to establish clear relationships among strategic goals, detailed business /information management requirements, and measurable performance improvements within the segment.

2.2.1 Decision Support

Decision Support at NOAA ensures actions taken by individuals and groups are consistent with NOAA's mission, vision and goals and can be depended upon to operate in a self-directed manner. NOAA's system of Decision Support provides the thrust necessary to jump-start, develop, and sustain desired behaviors in the identification, development, implementation, and evaluation of IT products and services. Included under Decision Support is the development and implementation of a service management process or model. The service management model will include a set of specialized organizational capabilities for providing value to customers in the form of services.

NOAALink's segment architecture is driven by business management and delivers products that improve the delivery of services to NOAA stakeholders. NOAALink and its business stakeholders can work together to develop the architecture work products supporting better investment and implementation decision-making.

2.2.2 Enterprise Architecture Support

Enterprise Architecture (EA) service requirements include the capability to offer technology architecture services and support for NOAA e-Gov and related strategic initiatives. NOAA is constantly seeking to introduce new technology solutions and processes to enable users to meet their objectives and improve their efficiency. EA work and services originating from the NOAA Architecture are guided by a framework of different viewpoints on the enterprise as well as Business Architecture (i.e., Business Functions, Processes, Organization); Information Architecture (i.e., Information Structure, As-sets, Flow); and Technology Architecture (i.e., Standards for Software, Hardware, Middleware, and Infrastructure, Application Code). NOAALink's enterprise business architecture is based on a business-management driven, results-oriented architecture. The FSAM helps architects ensure that a well constructed and defensible plan of action is developed in partnership with segment leaders/NOAA Line Offices. Business Architecture defines the shared business processes or services that support the total NOAA mission, Information Architecture supports the information to be shared, and Technology Architecture defines the technology to be shared. The NOAA OCIO and Line Office CIOs play a critical role in introducing these viewpoints and technologies into the NOAA environment. Consistent with the FSAM, the NOAALink Business Management component and its service areas establish the line of sight between identification and validation of the business need and scope of the enterprise architecture, define the performance improvement opportunities within the segment, and to define the target business, data, services, and technology architecture layers required to achieve the performance improvement opportunities.

2.2.3 Project Management Support

NOAA sees project management as a catalyst for organizational transformation and seeks to develop a comprehensive and integrated system of Project, Portfolio, and Program Management (PPM) in support of a centralized Project Management Office (PMO). The segment architecture development include the use of project management techniques just like any other project. The overarching goal of NOAA's PPM System is to ensure projects, programs, and portfolios allocate capital effectively, achieve objectives, and support the mission, vision, and goals of NOAA. Project Management Services at NOAA divide between two major initiatives: 1) support of PMO activities and 2) delivery of on-site project and program management support.

3.0 REQUIREMENTS

3.1.1 Decision Support

3.1.1.1 Objectives - The Initial key objectives for Decision Support are to:

- (a) Build trust in the IT Organization across the line offices of NOAA by making IT-related decisions and accountabilities transparent and results-driven;
- (b) Encourage desirable behaviors in the use of IT (e.g., cost lowering, information sharing, and stimulation of innovation);
- (c) Establish decision processes to enable outcome-based results while enabling sufficient input from strategic and stakeholder sources;
- (d) Embed environmental sustainability throughout the Enterprise Architecture, and
- (e) Link Decision Support to related shared services and mission areas within NOAA for the purpose of ensuring achievement of holistic and synergistic outcomes.

3.1.1.2 Business Requirements - Key requirements include:

- (a) Obtain technical and consulting expertise to:
 - i. Strengthen decision support through improved performance management, business case analysis, and performance measures;
 - ii. Build capabilities across information technology, human capital, financial, and acquisition systems;
 - iii. Conduct market surveys, stakeholder requirements analysis, facilitation services, and benchmarking to support transformational objectives;
 - iv. Tie Enterprise Architecture and IT service delivery through support to principles and practices of IT Service Management (ITSM), ITIL[®], and other best-practice standards.
 - v. Remain vigilant for opportunities to achieve financial savings and increase efficiency through standardization and, where appropriate, centralization of support services;
 - vi. Strengthen IT partnerships with all other NOAA entities;
 - vii. Create more complementary and integrated capabilities with State, Local, and Tribal entities, key industry suppliers, and voluntary agencies;
 - viii. See also Training, Professional, and Consulting Services (Section 4).
- (b) Develop an Office of Strategy Management (OSM) whose purpose is to:
 - i. Enable NOAA to gain a consistent view of its IT Strategy;
 - ii. Manage initiative implementation;
 - iii. Track and evaluate projects, programs, and portfolios against strategy;
 - iv. Reengineer business processes to support the IT value proposition and ensure a complementary relationship with user/mission area processes; and
 - v. Identify and realize IT synergies.
- (c) Develop and implement a service management process or model, with capabilities to for managing services over a life-cycle, with specialization in strategy, design, transition, operations, and continual improvement.

3.1.1.3 Assumptions and Constraints - The following key assumptions and constraints apply:

- i. Use proposed solutions to facilitate horizontal integration including sharing knowledge widely and incorporating the knowledge gained into meaningful change, collaborating through improved peer-to-peer interactions, and ensuring solutions results in a commonly understood and sup-ported approach to NOAA objectives; and

- ii. Consider and leverage existing resources, organizational functions, and best practices to the extent applicable, and comply with Federal policy, regulations, and recommendations.

3.1.2 Enterprise Architecture Services

3.1.2.1 Objectives - The initial key objectives of Enterprise Architecture Services are to:

- (a) Assist NOAA in efforts to improve alignment of IT with business requirements and services as well as further the e-Government transformation objective of using digital technologies to transform government operations in order to improve effectiveness, efficiency and service delivery;
- (b) Evaluate opportunities in which an integrated Enterprise Architecture and portfolio management process can simplify and unify decision making that fulfills desired mission area and technical architecture directions;
- (c) Acquire technology architecture services to support NOAA's enterprise architecture program and OMB compliance;
- (d) Ensure technology adoption at NOAA is optimized based on business requirements and technological maturity; and
- (e) Formalize emerging technology research and adopt a consistent process to evaluate, test and adopt new technologies or upgrades to older technologies.

3.1.2.2 Requirements – Key requirements include:

- (a) Provide Enterprise Architecture support, such as:
 - i. Providing holistic EA programs, encompassing the business, information, and application architecture;
 - ii. Providing technology architecture services for all Service Areas covered in this Statement of Requirements document;
 - iii. Defining architecture standards, policies and technology architecture artifacts as described by the NOAA enterprise architecture team;
 - iv. Providing timelines for introduction, usage, and phase-out of specific technologies (and methodologies) core to NOAA's mission;
 - v. Providing facilitative technologies to share the maximum amount of information to the public in a secure manner and provide feedback for correction of widespread defects. and
 - vi. Demonstrating the ability to work collaboratively with other architecture domain teams and adhering to Office of Management and Budget (OMB), Federal Enterprise Architecture (FEA), and NOAA standards and guidelines.
- (b) Support e-Government initiatives, such as:
 - i. Providing a broad spectrum of qualified business and technical personnel; and
 - ii. Providing support services for the NOAA e-Gov Modernization Initiative Areas, each of which constitutes a manageable portion of the progress necessary to meet NOAA's e-Gov objectives.
- (c) Support research and assessment of new and emerging technologies, such as:
 - i. Service-Oriented Architecture (SOA) as a means to share and integrate data;
 - ii. Identifying all technologies that hold promise for adoption at NOAA;
 - iii. Analyzing enterprise business drivers to determine corresponding technology strategy requirements; and
 - iv. Analyzing technology industry and market trends and determining their potential impact on the enterprise
- (d) Develop high-level solution designs by assisting project teams in the design and leadership in the implementation of new solutions and architectures based on analysis, such as:
 - i. Recommending hardware and software updates and refreshes, and

- ii. Facilitating evaluation and selection of hardware and software technology and product standards, as well as the design of standard configurations including identification, analysis and preliminary testing of patches, software updates, firmware updates and hardware refreshes.
- iii. Develop human capital within NOAA to support specific skill sets and other competencies necessary to achieve meaningful outcomes.

3.1.2.3 Assumptions and Constraints - The following demonstrated experience and extensive understanding is necessary:

- (a) The Office of Management and Budget (OMB) Federal Enterprise Architecture Framework (FEAF) including scope, direction, and governance practices;
- (b) General Accountability Office (GAO) EA Maturity Management Framework (EAMMF) model, how it is scored, and how to advance against the scorecard;
- (c) Department of Defense Architecture Framework (DoDAF), The Open Group Architecture Framework (TOGAF), Zachman and FEAF framework models in advancing agency strategic goals;
- (d) EA Best-practice experience from other federal agencies;
- (e) Working knowledge of Industry EA Best Practices; and
- (f) Working relationship experience with program and project managers to understand their role in evolving the Agency and EA.

3.1.3 Project Management Services

3.1.3.1 Objectives - The initial key objectives for Project Management Services are to:

- (a) Provide better customer support by assisting project teams in delivering projects on time, within budget, and to agreed-upon performance specifications;
- (b) Develop the strategic alignment of projects, programs, and portfolios;
- (c) Support the PMO as a source for best practices, training, advice, and assistance to the OCIO and other elements of NOAA in their pursuit of project management excellence;
- (d) Develop the capability in process, PPM tool development and implementation, and training to create a “light footprint” life-cycle management approach and reduced time from customer “demand to delivery;”
- (e) Assist with yearly assessments of Organizational Project Management Maturity; and
- (f) Provide the framework and supporting initiatives to manage the transformation to strengthened capabilities in project, program, and portfolio management.
- (g) Ensure Independent Verification and Validation of IT Products and Services.

3.1.3.2 Requirements – Key requirements include:

- (a) Support implementation and management of a PMO organizational entity that has access and exposure to multiple projects, and therefore, is in the best position to facilitate knowledge sharing through lessons learned. The PMO focuses on integrating positive project practices, promoting the use of recommended tools and templates, and providing guidance and support. The PMO will recommend and oversee implementation of a service improvement when something has failed and severely impacted the service provider’s ability to meet or exceed a service level agreement or metric. Finally, these organizational experiences will form the basis of excellence for the service provider’s organization, and as such, will be passed along to the project managers on a continual basis as part of the ongoing training programs, service level management reviews, and quality assurance and quality control assessments; and integrated and institutionalized into the service provider’s project management policies and procedures. The PMO could be expected to:
 - i. Conduct an assessment to understand NOAA’s current organizational project, portfolio, and program management maturity, functions, and best practices;
 - ii. Offer a range of target functional models/options/solutions to achieve project management goals to include developing a strategic roadmap for incremental implementation of selected model/option/solution;
- (b) Provide support and expertise to develop, implement, and staff selected model/solution:

- i. Describe selected solution, in addition to processes and quality assurance steps to ensure the PMO integrates seamlessly with critical NOAA IT environmental touch points;
- ii. Develop solutions for integrating PPM reporting and monitoring tools with NOAA financial, human capital, and contracts management system(s);
- iii. Support project, program, and portfolio management tasks, such as the creation of executive dashboards and reporting on projects to governance bodies and senior staff;
- iv. Provide capabilities and expertise for program management, such as support to Program Governance across the Life-Cycle, Pre-Program Set-Up, Program Set-up, Program Management and Technical Infrastructure Development, Benefits Delivery, and Program Closure; and
- v. Provide capabilities and expertise for portfolio management, such as support to Project Value Measurement, Methodology Development, Quality and Performance Assessments, Risk Management, and Resource Management.

(c) Develop a program for communications and outreach, such as:

- i. Training and Education including monitor and facilitate required certifications,
- ii. Coaching and Mentoring,
- iii. Team Development,
- iv. Technical/Customer Support,
- v. Issue and Escalation Management (including Project Recovery), and
- vi. Issuance of standards and guidelines as well as support for the effective contractual and financial management interfaces and relationships.
- vii. See also Training, Professional, and Consulting Services (Section 4).
- viii. Develop standard processes in project, program, and portfolio management and a supporting project and portfolio management (PPM) tools for use throughout NOAA

(d) Provide on-site project management support, such as requirements to:

- i. Develop a planning and implementing scheme, including notional scenarios to provide on-site project and program management support for various projects within NOAA.
- ii. Develop a planning and implementing scheme, such as notional scenarios to assist managers with the day-to-day execution of projects and support for program and portfolio planning, contractual and financial planning, and continuous process improvement.
- iii. Oversee Service Level Management as identified in Section 4: Business Management, Subsection 1: Procurement/Service Catalog, Requirement C5.
- iv. Provide Independent Validation and Verification (IV&V) of products in process and upon delivery of services;

3.1.3.3 Assumptions and Constraints - The following key assumptions and constraints apply:

- (a) A range of target functional models/options/solutions to achieve goals will be offered as potential solutions (e.g., Make, Partner, Buy/Turn-Key),
- (b) Budgetary limitations may require incremental implementation,
- (c) Implementation and deployment of improved capabilities over time will align with organizational maturity (NOAA PMO Continuum),
- (d) Previous studies and recommendations will be consulted as appropriate,
- (e) Defined project management framework(s) and associated requirements will align appropriately with project complexity, scope, and associated risk.
- (f) Existing resources, organizational functions, and best practices will be leveraged to the extent applicable, and
- (g) Compliance with Federal policy, regulations, and recommendations will be assured.

5.0 GOVERNMENT QUALITY ASSURANCE REQUIREMENTS

- Value Measurement Methodology
- (LEAN) Six-Sigma

- Acquisition Information Reporting (AIR) Business Intelligence
- Government Performance and Results Act (GPRA)
- President Management Agenda Scorecard
- Innovative Tools, Methods, and Systems to Measure Effectiveness (President Management Agenda)
- Quality Assurance Surveillance Plan
- Earned Value Management

6.0 CONSTRAINTS

7.0 GOVERNMENT-FURNISHED PROPERTY, DATA AND SERVICES

Government-furnished property, data and services will be defined on an individual task order basis.

8.0 PERIOD OF PERFORMANCE

The period of performance for the overall NOAALink contract is 10 years from date of award. The CORE Management Services ordering period is from date of contract award to 10 years thereafter.

9.0 PLACE OF PERFORMANCE

The place of performance is Department of Commerce-wide and includes all its Bureaus and Offices and contractor facilities.

10.0 APPLICABLE DOCUMENTS

The following list outlines many, but not all, of the key policies, regulations, and guidance that apply to initiatives, projects, and activities executed under this initiative.

(a) Laws and Regulations

- i. Presidential Management Agenda
- ii. Public Law 104-106, Clinger-Cohen Act, February 10, 1996.
- iii. Federal Information Security Management Act of 2002 (Note: This Act is also codified as Title III of Public Law 107-247, E-Government Act of 2002.)
- iv. Public Law 105-277, Government Paperwork Elimination Act of 1998 (GPEA).
- v. Public Law 103-355, Federal Acquisition Streamlining Act of 1994, Title V (FASA V).
- vi. Public Law 103-62, Government Performance Results Act of 1993 (GPRA).
- vii. Paperwork Reduction Act of 1995 (PRA).
- viii. Public Law 107-347, Title III, the Federal Information Security Management Act (FISMA) of 2002.

(b) Policy and Guidance

- i. Homeland Security Presidential Directive 12 (HSPD 12), Policy for a Common Identification Standard for Federal Employees and Contractors
- ii. OMB Circular A-11, Planning, Budgeting, Acquisition of Capital Assets, dated June 2006.
- iii. OMB Circular A-130, Management of Federal Information Resources, dated November 2000.
- iv. The Federal Acquisition Certification for Program and Project Managers (FAC-PPM), April 25, 2007.
- v. The National Institute of Standards and Technology (NIST) Special Publication 800-64, Security Considerations in the Information System Development Life Cycle, Rev. 1, June 2004
- vi. Strategic Sourcing OFPP Memorandum
http://www.whitehouse.gov/omb/procurement/comp_src/implementing_strategic_sourcing.pdf
http://www.whitehouse.gov/omb/procurement/comp_src/implementing_strategic_sourcing.pdf
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(End of Attachment A)

ATTACHMENT B

**QUALITY ASSURANCE SURVEILLANCE PLAN
AND
RESPONSIBILITIES MATRIX**

ATTACHMENT B: QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)

Acquisition Architecture and Operations
Contract Support (AAOCS)
NOAALink Quality Assurance Surveillance Plan Workbook

About This Document

NOAALink Quality Management is an important part of a successful project, understood as meeting the project sponsor (NOAA CIO) and business owner's (Acquisition and Grants Office) business requirements. The NOAALink Project Management Plan, Quality Control and Objectives provides the NOAALink project with the opportunity to spell out what it considers important quality items, and how it will be monitoring these items.

For almost all the NOAALink IT tasks/projects proceeding through the various Project Certification approval gates, along with the define, design, build, test and deployment product development phases, this separate Quality Assurance Plan will be appropriate.

NOAALink IT tasks/projects will use the NOAALink Information Technology Quality Assurance Plan Template for which this workbook will provide substance and guidance.

This document is meant to provide guidance and background for the QA activities for NOAALink tasks/projects.

Revision History

Revision Number	Date	Comment
1.0	October 16, 2008	Acquisition Architecture and Operations Contract Support (AAOCS) – NOAALink IT Project Management Revision
2.0		
2.1		
2.2		

A. The Quality Assurance Plan Template

The bulk of this Quality Assurance Plan Workbook is background to the plan and its actualization and is meant to keep the Plan to the specifics of the particular task/project. This section will briefly cover the sections of the template referencing other sections in this workbook.

A.1 Executive Summary

The focus of the executive summary section is to bring forward the Project Management Plans statements of the project sponsor and business owners objectives, critical success factors, milestones, quality standards and planned reviews and assessments.

A.2 Scope of the QA Plan

During the development of the project charter and project management plan, the project and the AAOCS Information Technology Project Oversight and Compliance organization will establish the appropriate project tailoring to be used for templates and other project activities. These pieces will fall into the five general categories listed below. The agreed upon project activities are to be listed in Section 2.1 of the Scope section under the five general category headings.

(a) Project QA focus categories

Each of these categories is briefly explained in the template.

- Project Management
- Requirements Management
- System Development
- Testing and Acceptance

- Transition to Operations

A.3 QA Organizational Structure

(a) Governance structure

The roles and responsibility of project Sponsor/Business Owner, Project Manager, QA Manager, QA Team and Configuration Management are spelled out and the project needs to supply the name and contact information. Specific responsibilities of the AAOCS team are identified in the draft NOAALink Integrated Acquisition Environment (NIAE) Governance Plan.

(b) QA Team Roles and Responsibilities

The names and specific responsibilities of the QA team are identified in this section.

A.4 Required Documentation/Artifact by task/Project Phase

Along with the project tailoring on project activities are the specific documents/templates to be used by the project in each phase of the project. These are to be specified in the QA Plan document in this section. These then become the subjects for QA team reviews. Each Template will be included in the QA check lists, but the QA reviews will be guided by the topics of the template and the responses of the project to each topic. Refer to the General QA Criteria presented in this workbook.

A.5 Planned QA Activities

(a) By Deliverable

Each task/project deliverable should be listed in the Project Management Plan, along with the deliverable acceptance criteria and the quality review process.

Description -	Deliverable Acceptance Criteria -
	Standards for Content and Format -
	Quality Review -

The Project Management Plan also has a table of approvers and date approved.

Deliverable Number	Deliverable	Approvers (Who can approve)	Date Approved
PRJ-DEL-001	Project Management Plan (PMP)		

The task/project should also have a deliverable approval template which has appropriate signatures when the deliverable is formally approved.

(b) By Toll Gate

As presented in the Toll Gate section of this workbook:

For better manageability and control, each task/project is organized into logical, related segments called phases. Each phase must pass its Toll Gate (approved) before the next phase can begin. The decision points (checkpoints) at the end of each phase are called Toll Gates.

A Toll Gate is the vehicle for securing the concurrence (i.e., approval) of designated individuals to continue with the task/project and move forward into the next phase of transition, development, or maintenance. The concurrence is an approval (sign-off) of the deliverables for the current phase of development including the project plan. It indicates that all qualifications (issues and concerns) have been closed or have an acceptable plan for resolution.

The NOAALink QA (performance monitoring) team should not only be represented at the phase toll gate, but also have identified documents or steps they have reviewed. They will be asked for feedback about the quality of these items. The feedback will have impact on the decision to move forward, or to have work corrected before the task/project moves forward into the next phase. The project team, sponsors/business owners, the Project Certification Committee or the AAOCS Information Technology Project Oversight and Compliance organization may request a special QA review of any aspect of the task/project.

A.6 Reporting Methods

The QA team will report the results of their reviews and the recommended corrections for each item that needs improvement, using QA checklists provided by AAOCS Information Technology Project Oversight and Compliance organization or established additionally by the task/project team and or shared service provider.

A.7 Quality Assurance Metrics

Part of the QA team's process will be the records kept as to their activities. Some items are mentioned in the template.

B.0 Quality Assurance overview

In order to provide high quality products and services, the task/project teams must adhere to processes, procedures and standards. Quality Assurance (QA) is a process used to monitor and evaluate the adherence to processes, procedures, and standards to determine potential product and service quality. It involves reviewing and auditing the products and activities to verify that they comply with the applicable procedures and standards, and assuring the appropriate visibility for the results of the reviews and audits.

QA activities are an integral part of all NOAALink task/project activities. This model plan provides QA activities appropriate to the project activities as it moves through the initiate, plan, define, design, build, test, deploy and close phases.

B.1 Definitions

Quality Assurance Plan- Establishes the basis for reviewing and auditing of the products and activities to verify that they comply with applicable procedures and standards and to assure the production and operation of high quality products according to stated requirements.

Quality Assurance – Management Aspect –Planned and systematic activities implemented within the quality system to provide confidence that the project will satisfy the relevant quality standards.

Quality Control – Technical Aspect – monitoring specific project results to determine if they comply with relevant quality standards, identifying ways to eliminate unsatisfactory results.

B. 2 Purpose

The purpose of this document is to function as a guide to facilitate the establishment of Quality Assurance (QA) activities within processes and procedures used to deliver the business and technical objectives associated with task/project. This plan provides a structured systematic method to provide confidence that the products and services are developed and delivered according to established Lean/Six-Sigma processes.

It defines the policy for QA activities, the organizational structure of the QA group, responsibilities of the QA group, responsibilities of affected groups, and identifies necessary reviews and audits:

- Monitoring the project and enforcements of compliance with all standards and procedures to facilitate the early detection of problems that could affect the reliability, maintainability, availability, integrity, safety, security, or usability of the product
- Inspecting hardware, and software items and documentation for compliance to specification and standards before their release to the test team for system owner
- Certifying deliverable items before their release as compliant with all provisions of the project statement of work and contracts.
- Measuring the quantitative and auditable progress of the project based on cost, schedule status, and quality status.
- Identifying lessons learned that could improve Lean/Six-Sigma processes for future products and services.

This document serves as a template of NOAALink IT task/project QA activities and should be tailored by each task/project team to fit their specific activities. This template will be updated on an on-going basis as a result of Lean/Six-Sigma process improvement activities.

B.3 Methodology

The methodology used to establish the AAOCIS Information Technology Project Oversight and Compliance organization QA process is based on the methodology used to implement quality assurance for software products. The QA function and applied techniques are the same for all NOAALink Information Technology task/projects

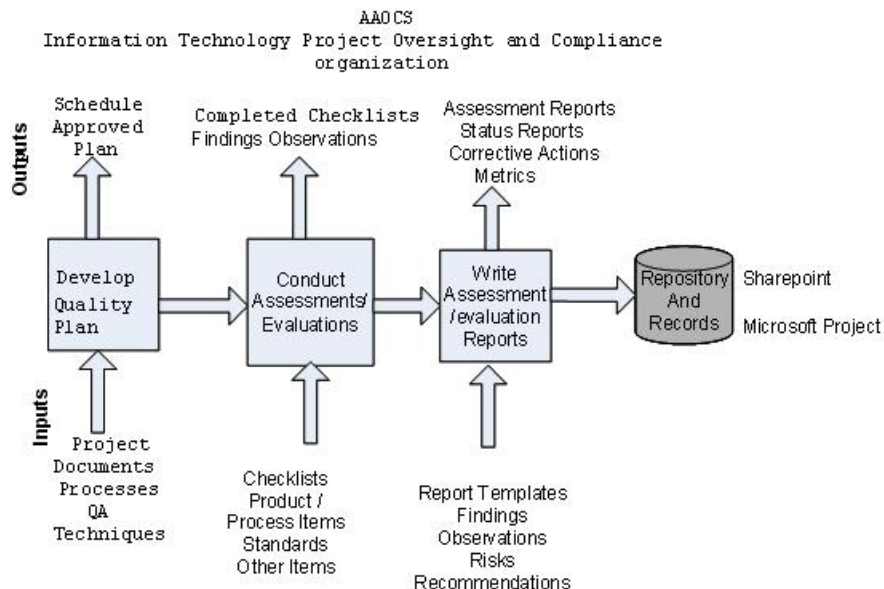
The methodology presented in this document is based on the Software Engineering Institute's Capability Maturity Model (SEI/CMMI) level 3 and the Institute for Electrical and Electronics Engineers (IEEE) standards for Information Management. The activities and standards set forth by SEI and IEEE are used as the foundation to guide IT Project QA activities.

These methodologies supplement the quality control and quality assurance framework establish in the Project Management Institute's PMOK®, a guide to the Project Management Book of Knowledge, Third edition under the Project Management Knowledge Area, Project Quality Management.

A summary of these approaches includes:

- (a) Allocation of adequate resources and funding to maintain and perform quality assurance activities
- (b) Participation by quality assurance representatives in the preparation and review of task/project plan, standards and procedures.
- (c) Reviews of the product development and delivery activities to verify compliance.
- (d) Audits of designated work products to verify compliance.
- (e) Documentation of deviations identified in the project activities and work products and handled in accordance with a documented procedure.
- (f) Periodic reviews by independent quality assurance representatives of the activities and work products of the task/project.
- (g) Compliance issues are first addressed with the task/project manager.
- (h) Establishment of corrective action reports.

Steps in the NOAALink QA Process



- (a) Specific work products and processes to be evaluated are designated at the outset of the project.
- (b) When or how often will the evaluations be conducted.

- (c) How will the evaluation be conducted
- (d) Who will be involved in the evaluation?
- (e) What techniques, such as Structured Walk Through to validate quality assurance policies and other procedures are appropriate and valid for the project.
- (f) Record keeping:
 - i. Evaluation logs
 - ii. Quality assurance reports
 - iii. Status reports of corrective actions
 - iv. Reports of quality trends

B.4 References

The following references will be used to further development of this template. Identified standards were used as a guide to develop a format for this document.

AAOCS Information Technology Project Oversight and Compliance organization
 Project Oversight Memorandum
 Project Certification Memorandum
 NOAA Link Enterprise Architecture Framework
 NOAA Link Business Architecture Framework

Industry Standards and References

ANSI/IEEE Std. 730.1 - 1989 Standard for Software Quality Assurance Plans
 ANSI/IEEE Standard for Software Reviews and Audits
 Software Engineering Institute, "Capability Maturity Model" Level 3

B.5 Relationship between Quality Assurance and IV&V

Unless the IV&V requirement is waived by the AAOCS Information Technology Project Oversight and Compliance organization, one of the tasks of the IV&V vendor is to review this Quality Assurance plan and its execution by the task/project and the QA team.

Where a NOAA Line Office (LoB) does not have adequate resources for a QA team and its processes, these responsibilities and activities will fall to the IV&V Vendor.

The AAOCS Information Technology Project Oversight and Compliance organization IV&V Guidance Document provides a similar Plan template and directions for the IV&V vendor and contracting agency.

C.0 Quality Assurance Criteria

The ultimate purpose of quality assurance is to make sure that the task/project sponsor's business objectives are met through the final deployed product.

Task/projects achieve the deployed product through a series of development steps that should be documented as to the processes to be followed, the questions and concerns to be addressed at each step, and the input-output of each step or phase.

Documents are to be considered as both governance guidance and instructions for the various teams or individuals who are to do the project work and product development. The QA Plan establishes the items that need to be reviewed in the QA process.

C.1 General Criteria

While each item needs to be evaluated according to the purpose of the item, criteria for evaluating QA include the following:

- i. Does the document exist?
- ii. Have all sections of the document been addressed?
- iii. Is the language of the document clear and understandable?
- iv. Have technical terms been explained in a glossary for the non-technical sponsor or reviewer?
- v. Have the document reviewers and approvers been established?

- vi. Has the document been reviewed in the project?
- vii. Have the shortcomings of the item been identified and corrected?
- viii. Has the document been approved?

C.2 Specific Phase and Deliverable Criteria

AAOCS Information Technology Project Oversight and Compliance organization Project Management Services Team will establish specific phase and deliverable checklists that target quality assurance concerns for each phase and document identified. QA teams should use these in their reviews.

D.0 Quality Assurance Methodologies

Different methods and techniques will be utilized depending on the specific quality assurance activity. The techniques, tools, and methodologies that will be used are as follows:

Walkthroughs - Formal or informal, structured walkthroughs are used for orientation, examining promising ideas, identifying defects or errors, and improving products at any stage in the process.

Reviews - An independent evaluation of an activity or process to assess compliance with the project plan; or to examine products or processes against quality factors through the use of checklists, interviews, and meetings.

Audits - An independent examination of a work product or process to determine compliance with specifications, standards, contractual agreements, or other pre-established criteria.

Evaluations - An evaluation activity that examines products/services to determine compliance to requirements.

Process Improvement - A process improvement program designed to reduce the error rate in a process.

Quality Assurance will provide an independent review of the processes used at key check points. These reviews will seek to identify risks early, and will simplify monitoring and managing problem areas throughout the project.

As established by the AAOCS Information Technology Project Oversight and Compliance organization QA reviews will be part of the Project's tollgate reviews at the end of the initiate, plan, define, design, build, test and deploy phases as well as the project close phase.

Due to the dynamic nature of task/project activities and the need to provide quick response requests, the QA team and the technical/performance monitor will identify the sign-off points at key check points of an activity to ensure that expressed goals and requirements are met.

D.1 WALKTHROUGH Methodology

Walkthroughs are beneficial for evaluating plans, documentation and other deliverables and serve to orient stakeholders to new products or services. Walkthroughs will be conducted internally and on an as-needed basis. They will be used to:

- i. Present plans, documentation, or other deliverables for review and approval.
- ii. Review material in the preparation stages.
- iii. Critique and report quality deficiencies of plans, processes, and procedures.

Walkthroughs will be scheduled early enough to allow for revisions if problems are identified. Records of these walkthroughs will be maintained, along with issues that were identified and resulting action to be taken. Issues can be accepted "as is" or may require more work. If further discussion on the issue is required, additional walkthroughs can be scheduled.

D.2 REVIEW Methodology

Reviews are important to assess compliance with a project plan. Specifically, the review process examines products/services from the context of quality factors. Quality factors are categories of product/service attributes. Examples of quality factors include:

- Correctness - The extent to which a product/service satisfies requirements and the stated objectives.
- Timeliness - The product/service is provided when needed.
- Reliability - The extent to which a product functions accurately or service is provided on a consistent basis.
- Productivity - The amount of resources to correctly produce the product or deliver the service, including the relationship between the amounts of time needed to accomplish work and the effort expended.

(a) REVIEW PROCEDURES

The QA team will plan and conduct a review according to accepted practices and standards. A typical review procedure includes:

1. Identify reviews in the WBS and project schedule
2. Verify correct review procedures are in place
3. Document review results against quality factors
 - 3.1 Verify product/service traceability, if applicable
 - 3.2 Verify product/service against contractual requirements
 - 3.3 Verify product/service against standards and procedures
4. Validate corrections by scheduling follow-up actions and reviews
5. Verify that defects or errors are tracked to closure
6. Document review results against product validation information
7. Summarize review findings for other technical groups/organizations (e.g., network engineering)
8. Enhance review procedures

D.3 AUDIT Methodology

The QA team is responsible for conducting product/service and process audits. The purpose of audits is to identify deviations in process performance, identify noncompliance items that cannot be resolved at the technical support or project management level, to validate process improvement/corrective action achievements, and to provide relevant reports to all management levels.

A product audit is an independent examination of work product(s) to assess compliance with specifications, standards, customer requirements, or other criteria. Product audits are used to verify that the product was evaluated before it was delivered to the customer, that it was evaluated against applicable standards, procedures, or other requirements, that deviations are identified, documented, and tracked to closure and to verify corrections. (IEEE STD 610)

A process audit is a systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives. (ISO 1001)

The QA team will perform the following activities when conducting an audit.

1. Define the scope and purpose of the audit within the audit plan.
2. Prepare audit procedures and checklists for the audit.
3. Examine evidence of implementation and controls.
4. Interview personnel to learn the status and functions of the processes and the status of the products.
5. Discuss findings with the technical staff and task leader.
6. Prepare and submit an audit report to technical monitor/senior management
7. Refer unresolved deviations to technical monitor/senior management for resolution.

(a) AUDIT PROCEDURES

A typical audit would include the following steps:

1. Clearly understand and adhere to the audit scope
2. Conduct preparation meetings in advance of the audit.
 - a. Define areas to be reviewed.
 - b. Define review criteria.
3. Conduct an overview meeting in advance of the audit

4. Understand the organization, products, and processes.
5. Conduct the planned meetings, interviews, samples, etc.
6. Review the preliminary findings internally with the audit team.
7. Verify and classify findings from the audit.
8. Validate audit findings with the audit recipient.
9. Prepare the audit report for the audit client.
10. Provide recommendations on request only.
11. Follow-up on corrective action/process improvement.
12. Improve the audit process.

(b) AUDIT COMPLETION

An audit is considered complete when:

1. Each element within the scope of the audit has been examined.
2. Findings have been presented to the audited organization.
3. Response to draft findings have been received and evaluated.
4. Final findings have been formally presented to the audited organization and initiating entity.
5. The audit report has been prepared and submitted to recipients designated in the audit plan.
6. Document audit findings and recommendations and report to task/project manager.
7. The recommendation report, if required by the plan, has been prepared and submitted to recipients designated in the audit plan.
8. All of the auditing organization's follow-up actions included in the scope of the audit have been performed.

D.4 EVALUATION Methodology

Evaluations examine the activities used to develop/deliver products and services, ultimately determining if the activity is fulfilling requirements. The QA function establishes criteria for an evaluation, verifies the process has been performed, and collects the metrics to describe the actual results of those activities.

D.5 PROCESS Improvement

The QA team is responsible for Lean/Six-Sigma process improvement. Process improvement is successful when an effective process emerges or evolves that can be characterized as: practiced, documented, enforced, trained, measured, and improvable. A corrective action plan must be developed when a deficiency in the process is detected. Corrective action should prevent the problem from recurring.

Successive steps for implementing a process improvement approach are:

1. Detection of quality-related problems
2. Identification of responsibility
3. Evaluation of importance
4. Investigation of possible causes
5. Analysis of problem
6. Preventive action
7. Process controls
8. Disposition of nonconforming items
9. Permanent changes

The QA team will analyze the results of their findings in relation to the results of documented processes used to produce products or services. This comparison will be used to determine which process may need improvement and to determine the effectiveness of changes to the processes. This comparison will also be used to identify best practices that should be continued or implemented or other projects.

E.0 Project Toll gates

For better manageability and control, each system development effort is organized into logical, related segments called phases. Each phase must be passing its Toll Gate (approved) before the next phase can begin. The decision points (checkpoints) at the end of each phase are called Toll Gates.

E.1 Definition and players

A Toll Gate is the vehicle for securing the concurrence (i.e., approval) of designated individuals to continue with the project and move forward into the next phase of development or maintenance. The concurrence is an approval (sign-off) of the deliverables for the current phase of development including the project plan. It indicates that all qualifications (issues and concerns) have been closed or have an acceptable plan for resolution.

The purpose of a Toll Gate is to:

- i. Allow all functional areas involved with the project to review the current project plan. This includes, at a minimum, a detailed plan for the next phase, and high level plans for the remainder of the project.
- ii. Provide a forum to raise qualifications (issues and concerns) if issues exist that will impact the project plan.
- iii. Ensure an acceptable action plan exists for all qualifications raised.
- iv. Obtain concurrence on current phase deliverables, and to begin the next phase of development.

The Toll Gate process begins with a notification to the extended project team (e.g., system owner, user point-of-contact, stakeholder, support areas) that a Toll Gate has been scheduled. The process ends with the receipt of concurrence from the designated approvers to proceed to the next phase. Concurrence indicates that all known issues have an acceptable plan for resolution.

(a) CUSTOMERS:

The customers of the Toll Gate process are those individuals or organizations that will use the output of the process. The primary customers are:

- i. Systems engineering team
- ii. System Sponsor and Business owner(s)
- iii. User point of contact (POC)
- iv. Quality Assurance (QA)
- v. Information Architecture (IA)
- vi. IT Security

(b) SHARED SERVICE PROVIDERS:

The following individuals or organizations provide input to the Toll Gate process:

- i. System owner
- ii. Project manager's manager
- iii. User Point of Contact
- iv. Quality Assurance Team
- v. IV and V Vendor
- vi. Support areas

(c) INPUT:

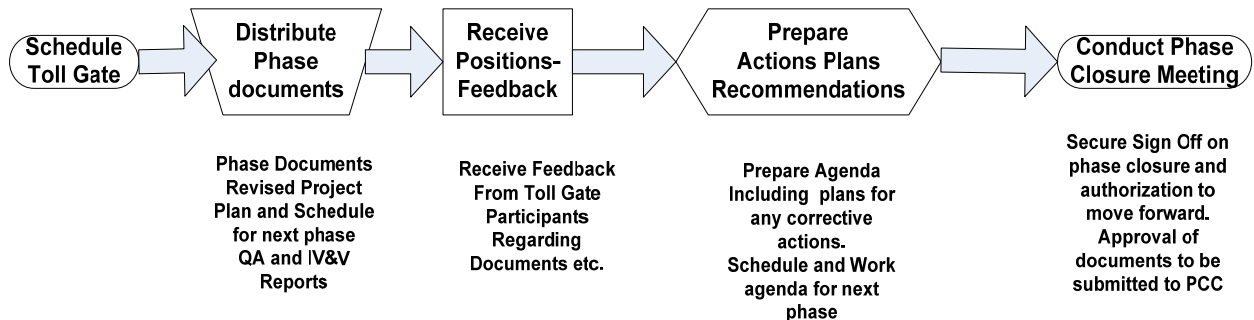
The following are the minimum inputs to the Toll Gate process:

- i. System development lifecycle deliverable(s) for that Phase
- ii. Initial Project Management Plan (planning phase)
- iii. Updated project plan (all subsequent phases)
- iv. IV and V Vendor phase assessment
- v. Risks and Issues to be addressed
- vi. Qualifications from the approvers
- vii. Issues that remain open from any In-Phase Assessment (Risk Register)
- viii. WBS and Project Schedule for the next Phase.

E. 2 Toll gate Process Flow

Diagram: The following diagram depicts the Phase Toll Gate process flow.

NOAALinkProject Toll Gate Work Flow



(a) PERIODIC:

- i. BRIEF UPPER LEVEL MANAGER
- ii. Provide a briefing of status, issues, risk, from the QA perspective

(b) PLANNING TOLL GATES:

In the Planning phase, the planned date for Toll Gate each phase of development is identified and documented in the project plan. It is common practice for the Phase Toll Gate date for the next phase to be more specific and the dates for subsequent phases to be high level milestones.

(c) SCHEDULE TOLL GATE:

For each phase, as soon as practical, the actual Phase Toll Gate date should be established and the Toll Gate meeting scheduled. Two or three weeks prior to the Toll Gate meeting, a memo is sent to all persons participating in the phase Toll Gate to communicate the following information.

- i. Notify participants that a phase Toll Gate has been scheduled. Participants include approvers (e.g., system owner), support area representatives (e.g., Network Engineering), and individuals with a need to know (e.g., contractor management).
- ii. Request that the approvers provide feedback one week before the Toll Gate meeting. This will allow the project manager time to work issues and develop action plans prior to the Toll Gate meeting.
- iii. Invite participants to attend the Toll Gate meeting. Examples of a memo, distribution list, and response forms are provided in the example section of this guide.

(d) DISTRIBUTE MATERIALS:

The current project plan and any other material relevant to the phase Toll Gate should be distributed to the participants along with the memo. Relevant materials include known issues and unplanned deliverables. The participants should be familiar with planned deliverables (e.g. the Requirements document in the Requirements Definition phase) since it is common practice for them to review drafts as they are developed. If this is not the case, then planned deliverables also need to be distributed at this time. The project plan is dynamic typically undergoing changes up to the last minute, and is distributed (together or under separate cover) at the same time as the phase Toll Gate notification memo.

(e) RECEIVE POSITIONS:

A position is required from the list of approvers. This position can be concur, concur with qualifications, or non-concur. The implication of each is as follows:

- i. Concur - Proceed with the project according to the current plan. An example would be where the approver is not aware of any issues for the current phase.

- ii. Concur with qualifications - There are issues or concerns. The project can proceed according to the current plan if an acceptable action plan is developed for each issue by the phase Toll Gate meeting. An example would be where there is no plan for testing an interface to an existing system that is being changed.
- iii. Non-concur - There are very significant issues or concerns. The project should not move to the next phase until issue(s) are resolved. An example would be where funding for the project has been withdrawn or not appropriated.

All qualifications (issues/concerns) must be communicated to the project manager. The position response form contains space for this purpose; however other forms of communication may be used.

Responses are not required from individuals in the "Support" or "Information" categories of the distribution list; however, they are encouraged to review the deliverables and provide feedback that may have an impact on the task/project plan.

(f) PREPARE ACTION PLANS:

The project manager must prepare an action plan to address each qualification received. Sometimes action plans extend beyond the phase Toll Gate milestone. This is acceptable, if it will not negatively impact the current task/project plan. These action plans are then presented at the phase Toll Gate meeting.

(g) CONDUCT TOLL GATE MEETING:

At the Toll Gate meeting, the project manager presents positions from the approvers, along with qualifications raised during the phase Toll Gate process, and issues that remain open from the In-Phase Assessment (ISA). Action plans must also be presented for each qualification or issue. The objective is to demonstrate that all issues have been resolved, the current plan is sound, and the task/project is under control. The results of the meeting are documented in summary form, and include positions, qualifications, action plans, and follow up activity.

(h) OUTPUT:

The following are work products produced when the Phase Toll Gate process is executed:

- i. Positions from the approvers
- ii. Qualifications (if any) from review of the deliverables
- iii. Action plans to resolve all qualifications/issues

(i) MEETING OUTCOME:

The results of the Toll Gate meeting will determine the next step in the development process.

The task/project will proceed in one of the following directions:

- i. Task/project proceeds to the next phase according to plan. There were no qualifications raised.
- ii. Task/project proceeds to the next phase according to plan. All qualifications raised had an acceptable action plan.
- iii. Task/project cannot proceed to the next phase because significant issues were raised that do not have acceptable action plans to resolve; e.g., funding withdrawn. Schedule a follow-up Toll Gate meeting to review action plans and reach concurrence to proceed or terminate the task/project.

E.3 QUALITY Assurance:

Periodically, (e.g. quarterly) the quality assurance analyst will brief the senior or upper level manager (e.g. functional, or contract manager if appropriate) regarding the health and well being of the task/project, from the QA analyst's perspective. This will minimize the possibility of any surprises later and, if issues exist, they can be addressed timely. The briefing should cover the following areas:

- i. Task/project status
- ii. Issue(s) (if any)
- iii. Task/project risk(s)
- iv. Action(s) required to remove issues or mitigate risk

Status reporting			
Organization and management			
Work Plan for current or next phase			

PRB Required Deliverables (depends on the phase)			
Business Case			
Detailed Implementation Plan			
Staffing Plan			
Architecture Plan			
Operations and Maintenance Plan			
Operations Staffing Plan			
Support Agreements			
Teaming Agreements			
Maintenance Contracts			
Operations and Maintenance Budget			
Value Received			
Other Typical Deliverables (depends on the phase and project type)			
Requirements			
Business analysis			
Alternatives analysis			
Design			
Test plans			
Others as required by the nature and scope of the project			

Quality Assurance
Management Plan

Yes No Check List Description

- ___ Are project tracking activities evident?
- ___ Are project tracking and oversight being conducted?
- ___ Are all plan reviews conducted according to plan?
- ___ Are all issues arising from peer reviews addressed and closed?
- ___ Are status and review meetings conducted according to the schedule?
- ___ Is a WBS that supports all deliverables/long term projects developed?
- ___ Is change managed according to the Configuration Management Plan?
- ___ Have all deviations from standards and procedures documentation been approved?
- ___ Are project roles and responsibilities defined?

Quality Assurance
Configuration Management

Yes No Check List Descriptions

- ___ Does a Configuration Management Plan (CMP) exist?
- ___ Is CMP being used?
- ___ Does the CMP contain a list of configuration items to be managed?

___ ___ Does the CMP contain change control procedures?

___ ___ Does the CMP contain the process to evaluate changes, including estimates and impact?

___ ___ Does the CMP identify the person/group who can approve changes to the CMP?

___ ___ Has the CMP been added under the configuration management baseline?

(End of Quality Assurance Plan)

ATTACHMENT B.1: QASP RESPONSIBILITIES MATRIX**Contract Management - Quality Assurance Key Actions and Responsibilities Matrix**

<p>This matrix outlines a typical sequence of steps during contract management and the key stakeholder groups and documents involved:</p> <p>Legend</p> <p>! has responsibility for this step</p> <p>Q involved in this step (e.g. giving advice, being briefed)</p> <p>□ gives formal approval</p> <p>□ Document is used</p> <p>□ Documents are created or updated (see explanation of this table at the end of Part 2, page 46)</p>	Acquisition Architecture and Operations Contract Support (AAOCS)	Stakeholders	Contract management team	Specialist advisers	Contractor	Risk plan	Financial plan	Contract – general conditions and provisions	Contract – service specification	Contract – performance management arrangements	Performance reports and invoices	Steering committee reports (or equivalent)	User group news letter or equivalent
Action or step:													
Post Contract Award													
Review and update risk assessments	□	Q	!	Q		□							
Finalize any procedural aspects			!	Q									
Ensure all parties understand contract	Q	Q	!	Q	Q	□	□	□	□	□			□
Performance Matrix			!	Q	Q			□					
Financial Metrics													
Earned Value Management System													
LEAN Six-Sigma													
Acquisition Information Reporting (AIR) Business Intelligence													
Government Performance and Results Act (GPRA)													
President's Management Agenda Scorecard													
Value Measurement Methodology													
Quality Assurance Surveillance Plan		Q	!	Q	Q			□					
Ongoing operations (for example monthly)													
Contractor delivers services					!			□	□				
Contractor invoices			Q		!						□		

<p>This matrix outlines a typical sequence of steps during contract management and the key stakeholder groups and documents involved:</p> <p>Legend</p> <p>! has responsibility for this step</p> <p>Q involved in this step (e.g. giving advice, being briefed)</p> <p><input type="checkbox"/> gives formal approval</p> <p><input type="checkbox"/> Document is used</p> <p><input type="checkbox"/> Documents are created or updated (see explanation of this table at the end of Part 2, page 46)</p>	Acquisition Architecture and Operations Contract Support (AAOCS)	Stakeholders	Contract management team	Specialist advisers	Contractor	Risk plan	Financial plan	Contract – general conditions and provisions	Contract – service specification	Contract – performance management arrangements	Performance reports and invoices	Steering committee reports (or equivalent)	User group news letter or equivalent
Action or step:													
Contractor provides performance information			Q		!					<input type="checkbox"/>	<input type="checkbox"/>		
Contractor Cooperation	!		!		!								
Contract manager assesses performance		Q	!	Q	Q			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Contract manager makes appropriate payments			!		Q		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		
Contract manager keeps stakeholders informed	Q	Q	!		Q						<input type="checkbox"/>		<input type="checkbox"/>
Contract manager resolves problems		Q	!	Q	Q	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Contract Inspection and Acceptance	!												
Formal contract review (for example 3 or 6 monthly)													
Contract manager collects cyclic performance information (e.g. user surveys)			!							<input type="checkbox"/>	<input type="checkbox"/>		
Contract manager assesses performance		Q	!	Q	Q		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Review and update of risk plan			!	Q		<input type="checkbox"/> <input type="checkbox"/>							
Report to senior management on status, issues, recommended actions	Q		!			<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Complete or schedule actions arising		Q	!	Q	Q		<input type="checkbox"/>					<input type="checkbox"/>	
Keep stakeholders informed	Q	Q	!	Q	Q		<input type="checkbox"/>				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Post Contract Award													
Review and update risk assessments	<input type="checkbox"/>	Q	!	Q		<input type="checkbox"/>							

<p>This matrix outlines a typical sequence of steps during contract management and the key stakeholder groups and documents involved:</p> <p>Legend</p> <p>! has responsibility for this step</p> <p>Q involved in this step (e.g. giving advice, being briefed)</p> <p><input type="checkbox"/> gives formal approval</p> <p><input type="checkbox"/> Document is used</p> <p><input type="checkbox"/> Documents are created or updated (see explanation of this table at the end of Part 2, page 46)</p>	Acquisition Architecture and Operations Contract Support (AAOCS)	Stakeholders	Contract management team	Specialist advisers	Contractor	Risk plan	Financial plan	Contract – general conditions and provisions	Contract – service specification	Contract – performance management arrangements	Performance reports and invoices	Steering committee reports (or equivalent)	User group news letter or equivalent
Action or step:													
Finalize any procedural aspects			!	Q									
Ensure all parties understand contract	Q	Q	!	Q	Q	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>
Performance Matrix			!	Q	Q			<input type="checkbox"/>					
Financial Metrics													
Earned Value Management System													
LEAN Six-Sigma													
Acquisition Information Reporting (AIR) Business Intelligence													
Government Performance and Results Act (GPRA)													
President’s Management Agenda Scorecard													
Value Measurement Methodology													
Quality Assurance Surveillance Plan		Q	!	Q	Q			<input type="checkbox"/>					
Ongoing operations (for example monthly)													
Contractor delivers services					!			<input type="checkbox"/>	<input type="checkbox"/>				
Contractor invoices			Q		!						<input type="checkbox"/>		
Contractor provides performance information			Q		!					<input type="checkbox"/>	<input type="checkbox"/>		

<p>This matrix outlines a typical sequence of steps during contract management and the key stakeholder groups and documents involved:</p> <p>Legend</p> <p>! has responsibility for this step</p> <p>Q involved in this step (e.g. giving advice, being briefed)</p> <p>□ gives formal approval</p> <p>□ Document is used</p> <p>□ Documents are created or updated (see explanation of this table at the end of Part 2, page 46)</p>	Acquisition Architecture and Operations Contract Support (AAOCS)	Stakeholders	Contract management team	Specialist advisers	Contractor	Risk plan	Financial plan	Contract – general conditions and provisions	Contract – service specification	Contract – performance management arrangements	Performance reports and invoices	Steering committee reports (or equivalent)	User group news letter or equivalent
Action or step:													
Contractor Cooperation	!		!		!								
Contract manager assesses performance		Q	!	Q	Q			□	□	□	□		
Contract manager makes appropriate payments			!		Q		□	□	□		□		
Contract manager keeps stakeholders informed	Q	Q	!		Q						□		□
Contract manager resolves problems		Q	!	Q	Q	□	□	□	□	□	□		
Contract Inspection and Acceptance	!												
Formal contract review (for example 3 or 6 monthly)													
Contract manager collects cyclic performance information (e.g. user surveys)			!							□	□		
Contract manager assesses performance		Q	!	Q	Q		□	□	□	□	□		
Review and update of risk plan			!	Q		□ □							
Report to senior management on status, issues, recommended actions	Q		!			□	□			□	□	□	
Complete or schedule actions arising		Q	!	Q	Q		□					□	
Keep stakeholders informed	Q	Q	!	Q	Q		□				□	□	□

Note: the above action and responsibility summary is indicative of common arrangements. Details will vary depending on the entity's particular circumstances and the nature of each contract.

Quality Assurance Surveillance Plan
Performance Matrix - contract

QAP - contractor
 Value Measurement Methodology - contract
 Earned Value Management System – contract
 LEAN Six-Sigma - contract
 Acquisition Information Reporting (AIR) Business Intelligence – contract
 Government Performance and Results Act (GPRA) - contract
 President’s Management Agenda Scorecard - contract

Quality Assurance Surveillance Plan (QASP) Library Strategic Plan 2009 – 2019

QASP Vision

The NOAALink QASP Library provides dynamic and innovative access to information resources and services. With the Acquisition Architecture and Operations Contract Support (AAOCS) AAOCS Information Technology Project Oversight and Compliance organization, it is part of an increasingly integrated Contract, Task/Project Management, Technology, Information and Mission Support. The quality of its services is enhanced through partnerships with stakeholders, industry, business, and external organisations.

Strategic Plan

The Library frames its Strategic Plan according to the Balanced Scorecard perspectives of Stakeholders, Financial, Internal Processes and Growth. The Library’s Strategic Plan comprises three-yearly Strategic Objectives and a series of Annual Action Initiatives which assist the AAOCS to achieve its Strategic Objectives. The AAOCS’ performance is measured by Key Performance Indicators (KPIs).

Annual Action Initiatives 2009

Annual Action Initiatives are high-profile actions the AAOCS will undertake during the current year in pursuit of the longer-term Strategic Objectives. They may be entirely new activities for the AAOCS or they may be initiatives to improve ongoing activities in a major way. Action Initiatives change from year to year as a result of the AAOCS’ annual strategic planning.

Key Performance Indicators 2009

The Library uses the Balanced Scorecard as its quality management framework, integrating its performance measurement program and other quality initiatives into a comprehensive planning tool. Key Performance Indicators (KPIs) are used to measure the AAOCS’ progress toward, and contract performance against, its Strategic Objectives.

Annual Action Initiatives 2009

Client Perspective

Strategic Objectives 2009-2013	Action Initiative 2009
--------------------------------	------------------------

Financial Perspective

Strategic Objectives 2009-2013	Action Initiative 2009
--------------------------------	------------------------

Internal Processes Perspective

Strategic Objectives 2009-2013	Action Initiative 2009
--------------------------------	------------------------

Growth Perspective

Strategic Objectives 2009-2013	Action Initiative 2009
--------------------------------	------------------------

Key Performance Indicators 2008

Client Perspective

Strategic Objectives 2009-2013	Key Performance Indicators 2009
--------------------------------	---------------------------------

Financial Perspective

Strategic Objectives 2009-2013	Key Performance Indicators 2009
--------------------------------	---------------------------------

Internal Processes Perspective

Strategic Objectives 2009-2013	Key Performance Indicators 2009
--------------------------------	---------------------------------

Evolution and Growth Perspective

Strategic Objectives 2009-2013	Key Performance Indicators 2009
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(End of Responsibility Matrix)

ATTACHMENT C
PAST PERFORMANCE FORM

ATTACHMENT C: PAST PERFORMANCE FORM

PAST PERFORMANCE FORM		
<input type="checkbox"/> Final <input type="checkbox"/> Interim - Period Report: From _____ To _____		
1. Contractor Name and Address: (Identify Division)	2. Contract Number: _____ 3. Contract Value (Base Plus Options): _____ 4. Contract Award Date: _____ Contract Completion Date: _____	
5. Type of Contract: (Check all that apply) -- <input type="checkbox"/> FP <input type="checkbox"/> FPI <input type="checkbox"/> FP-EPA <input type="checkbox"/> Award Fee <input type="checkbox"/> CPFF-Completion <input type="checkbox"/> CPFF-Term <input type="checkbox"/> CPIF <input type="checkbox"/> CPAF <input type="checkbox"/> ID/IQ <input type="checkbox"/> BOA <input type="checkbox"/> Requirements <input type="checkbox"/> Labor Hour <input type="checkbox"/> T&M <input type="checkbox"/> SBSA 8(a) <input type="checkbox"/> SBIR <input type="checkbox"/> Sealed Bid <input type="checkbox"/> Negotiated <input type="checkbox"/> Competitive <input type="checkbox"/> Non-Competitive		
6. Description of Requirement:		
7. Ratings. Summarize contractor performance and circle in the column on the right the number which corresponds to the performance rating for each rating category. Please see page three for explanation of rating scale.		
Quality	Comments:	
Cost Control	Comments:	
Timeliness of Performance	Comments:	
Business Relations	Comments:	
Customer Satisfaction (End Users)	Comments:	
Mean Score (Add the ratings above and divide by number of areas rated)		

ATTACHMENT D

SAMPLE TASK ORDER 1

STRATEGIC MANAGEMENT SERVICES

PROJECT MANAGEMENT SERVICES

ATTACHMENT D: SAMPLE TASK ORDER 1—PROJECT MANAGEMENT SERVICES**Project Management Services****A. Introduction**

NOAA seeks resources to be applied to tasks in project management for projects which will transform NOAA's IT infrastructure and the business processes it supports. NOAA is developing a Project Portfolio Management (PPM) process, as well as standards such as a System Development Life Cycle (SDLC) which defines project artifacts and project reviews. The overarching goal of NOAA's Project Management Office (PMO) is to ensure projects, programs, and portfolios allocate capital effectively, achieve objectives, and support the mission, vision, and goals of NOAA. Project Management Services at NOAA will provide support in several roles:

- 1) Policy definition and the creation of governance processes
- 2) Analysis of NOAA business processes and identification of opportunities to realize efficiencies in operations through improved IT systems
- 3) Development of project artifacts such as requirements documents, system designs, and business cases through interaction with stakeholders
- 4) Coordination and communication of project goals and progress to a variety of audiences within NOAA

B. Goals

The key NOAA objectives for Project Management are to provide better customer support by assisting project teams in delivering projects on time, within budget, and to agreed-upon performance specifications. NOAA would also like to develop the strategic alignment of projects, programs, and portfolios. Another goal is to examine industry best practices and create a "light footprint" life-cycle management approach to reduce time from customer demand to system delivery.

C. Requirements

NOAA requirements encompass two categories, support personnel and software tools.

Project Management Personnel

Personnel shall be made available with the following skill-sets:

Project Value Measurement - Experience in the development of evaluation criteria to determine the value of a proposed project. Ability to utilize value measurements such as EVM in the ongoing evaluation of a project to determine its success and contribution to the organization.

Project Portfolio Management – Experience in performing project portfolio management at an enterprise level. Able to predictably and repeatedly capture information on projects and report on the status of projects based on varying criteria such as size, type, risk and performance.

Methodology Development – Experience in developing and promulgating standardized project management practices. These practices should be repeatable and to the extent that it is beneficial they should be based on industry best practices (e.g., LEAN, Six Sigma, PMBOK, ITIL, CMMI, etc.). Must have experience tailoring these practices to align with Federal, Department and Agency requirements.

Quality and Performance Assessments – Experience defining and implementing methodologies and capabilities to track and evaluate the performance of projects from initiation to completion at an enterprise level. This should include the tracking and reporting of financial management metrics such as Earned Value Management (EVM) as well as solution quality indicators such as customer satisfaction and achievement of all defined requirements.

Risk Management - Experience in the area of risk management including identification, evaluation, tracking, management and resolution. Experience with the development of effective mitigation strategies to reduce areas of high risk.

Resource Management - Enterprise level experience in the development of resource management plans and execution to ensure projects are appropriately resourced.

Software Tools

Software tools should be made available in the following categories:

Earned Value Management – Software that automates value measurements such as EVM in the ongoing evaluation of a project to determine its success and contribution to the organization.

Project Portfolio Management – Software that tracks and provides easily understood dashboard feedback for project portfolio management at an enterprise level.

Risk Management – Software that automates the identification, evaluation, tracking, management and resolution of project risk.

Resource Management - Enterprise level software for the development of resource management plans and resource utilization tracking and reporting during project execution.

D. Tasks

NOAA will issue task orders against this contract which will define the level deliverables for a particular project support task. Activities which will be included in these task orders may include one or more of the following:

1. **Project Initiation** – Perform needs assessment, develop business case for project selection including benefit/cost ratio and net present value determination, develop objectives that are specific, measurable, agreed to, realistic and time-constrained (SMART), develop project charters and document project requirements.
2. **Project Planning** – Support for scope planning, development of work breakdown structure, cost estimating, cost and schedule planning, resource loading, risk planning, procurement planning, and communication and quality planning.
3. **Project Implementation** – Support for development of the project team, assessing and monitoring project performance, managing change, managing risk, and performance reporting including earned value management
4. **Project Closeout** – Support for scope verification and customer acceptance, administrative and contractual closure, and documentation of lessons-learned
5. **Communications** - Support for communications and outreach including
 - a. Training and Education including monitor and facilitate required certifications,
 - b. Coaching and Mentoring,
 - c. Team Development,
 - d. Technical/Customer Support,
 - e. Issue and Escalation Management (including Project Recovery), and
 - f. Issuance of standards and guidelines as well as support for the effective contractual and financial management interfaces and relationships.

6. **Policies and Standards** – Development of standard processes and artifacts for use in project, program, and portfolio management throughout NOAA

E. Assumptions and Constraints

The following key assumptions and constraints apply:

1. Implementation and deployment of improved capabilities for project management will be conducted so as to improve the with organizational maturity of the NOAA PMO
2. Studies and recommendations previously obtained by NOAA will be utilized when available and appropriate
3. Project management techniques and methods will be chosen such that they align appropriately with project complexity, scope, and associated risk.
4. Existing NOAA resources, organizational functions, and best practices will be leveraged to the extent applicable, and
5. Compliance with Federal policy, regulations, and recommendations will be assured.

(End of Task Order)

ATTACHMENT E

SAMPLE TASK ORDER 2

STRATEGIC MANAGEMENT COMPONENT

COMMERCIAL-OFF-THE-SHELF PROCUREMENT PROCESS

ATTACHMENT E: SAMPLE TASK ORDER 2 – COTS PROCUREMENT PROCESS**A. Introduction**

The purpose of this Task Order Statement of Objectives is to obtain support for procuring Commercial-Off-the-Shelf (COTS) hardware and software products under the NOAALink Program.

This specification defines objectives within the Strategic Management Services component for a process by which the Strategic Services support contractor will facilitate the competitive acquisition of COTS products from the contractors eligible to provide services under the Business Management Component (and thus Strategic Sourcing Catalog Services) of the NOAALink Program.

B. Goals

By procuring COTS products through NOAA-Link, NOAA intends to enable product economies-of-scale, consistent standards, compliance with the NOAA Enterprise Architecture and cost avoidances in procurement support. At present, NOAA procures hardware and software on an as-needed basis, often against government-wide (e.g. SMART BUY) or agency-specific (DOC or NOAA) basic ordering agreements. NOAA also currently procures COTS products through information system-specific development or operations contracts. The goal of this task order is to aggregate these individual or system-specific procurements across NOAA, increasing the average procurement size and reducing the number of COTS procurement transactions across NOAA.

Personnel shall be made available with the following skill-sets:

System requirements analysis - Experience in the development of functional and technical specifications for COTS hardware and software products supporting operating environments, applications, security and telecommunications. Understand the difference between functional and technical requirements and be able to create a procurement specification which maximizes competition among products and product vendors. Experience evaluating vendor proposals for compliance with procurement specifications.

COTS acquisition planning and execution – Experience in evaluating, developing and executing acquisition plans for COTS products and for system development, modernization, enhancement and support which includes COTS products.

COTS product quality assurance – Experience performing and reporting on the results of COTS hardware and software acceptance testing.

C. Tasks

As directed, the Strategic Support contractor will perform the any, all, or portions of the following tasks:

1. Requirements identification – Review advanced acquisition plans, OMB 300s and other planning documents to identify future requirements for COTS hardware and software products from any NOAA organizational component or from NOAA-wide initiatives. Create and run a requirements identification process whereby NOAA system owners can request procurement of COTS products both as part of a planning cycle and to meet emergent, out-of-cycle needs.
2. COTS requirements analysis and aggregation – Identify COTS product requirements and requests for procurement that can be met by a single buy or reduced number of procurements. Analyze requirements, consider cost-effectiveness, architectural complexity, support requirements and security issues, and make recommendations for convergence on a less diverse set of products. Subject to constraints of the NOAA enterprise architecture technical reference model, develop procurement specifications that maximize potential economies of scale and competition among products and sources.
3. COTS acquisition planning and forecasting – Develop plans for NOAA to conduct competitions among NOAALink contract holders to procure COTS products on at least a quarterly basis. Create a procurement forecast which NOAA can provide to NOAALink contractors to facilitate their planning and negotiating with subcontractors and product vendors, as necessary. The objective is to hold competitions reflecting open market conditions as closely as practicable.
4. COTS specification development – Develop specifications and statements of work in support of NOAA procuring COTS products from NOAALink contract holders.

5. Vendor proposal evaluation – Support NOAA contracting officer evaluation of NOAALink contractor proposals to deliver and support COTS products.

6. Product acceptance support – Test delivered COTS products for compliance with the successful NOAALink contractor's proposal, COTS product specifications and NOAALink task order provisions. Follow-up with NOAA customers and provide the means for them to report issues regarding product fulfillment (delivery timeliness, product condition, etc.) and product support. Prepare trend analyses of NOAALink contractor performance.

7. COTS procurement analysis – Evaluate the NOAALink COTS product procurement process over the entire planning and execution lifecycle, including comparing it with other processes and markets, and make recommendations for NOAALink process changes to improve customer responsiveness and cost-effectiveness of both the products procured and the procurement process.

D. Assumptions and Constraints

1. The Strategic Services contractor must not be a vendor or reseller of COTS products procured under NOAALink.
2. The Strategic Services contractor will appropriately protect all acquisition sensitive information, including properly marking and securing sensitive information the contractor generates while executing this task order.
3. The Strategic Services contractor will maintain currency in COTS product offerings, capabilities, standards and markets.
4. Project management techniques and methods will be chosen such that they align appropriately with project complexity, scope, and associated risk.
5. Existing NOAA resources, organizational functions, and best practices will be leveraged to the extent applicable. Existing NOAA processes the contractor may leverage include annual acquisition plans from each NOAA Line Office. If the contractor finds that this process or other planning, acquisition or budgeting processes do not cover procurements which could be advantageously included, then, as directed by NOAA, the contractor will perform analyses and make recommendations for improving these processes.

(END OF TASK ORDERS)

ATTACHMENT F
LABOR PRICE TEMPLATE

ATTACHMENT F: LABOR PRICE TEMPLATE

Note 1: The Offeror shall enter proposed prices into this labor hour template and escalate the prices for 1-year by the offeror's proposed escalation factors for each subsequent year.

Note 2: The below hourly labor rates are maximum rates during the period of the contract. The Contractor may propose lower hourly rates under individual task orders.

	Business Category Code	Corporate Job Titles	Hours	Fully Burden Rate Year 1	Fully Burden Rate Year 2	Fully Burden Rate Year 3	Fully Burden Rate Year 4	Fully Burden Rate Year 5	Fully Burden Rate Year 6	Fully Burden Rate Year 7	Fully Burden Rate Year 8	Fully Burden Rate Year 9	Fully Burden Rate Year 10
Core Business Services (CBS)	CBS	Administrative Assistant I	1										
	CBS	Administrative Assistant II	1										
	CBS	Administrative Specialist III	1										
	CBS	Administrative Specialist IV	1										
	CBS	Administrative Specialist V	1										
	CBS	Business Analyst I	1										
	CBS	Business Analyst II	1										
	CBS	Business Analyst III	1										
	CBS	Business Analyst IV	1										
	CBS	Business Analyst V	1										
	CBS	Clerk I	1										
	CBS	Clerk II	1										
	CBS	Clerk III	1										
	CBS	Clerk IV	1										
	CBS	Clerk V	1										
	CBS	Contracts Administration I	1										
	CBS	Contracts Administration II	1										
	CBS	Contracts Administration III	1										
	CBS	Contracts Administration IV	1										
	CBS	Contracts Administration V	1										
	CBS	Department Manager I	1										
	CBS	Department Manager II	1										
	CBS	Department Manager III	1										
	CBS	Department Manager IV	1										
	CBS	Department Manager V	1										
	CBS	Executive Management I	1										

CBS	Executive Management II	1											
CBS	Executive Management III	1											
CBS	Executive Management IV	1											
CBS	Executive Management V	1											
CBS	Finance / Accounting Specialist I	1											
CBS	Finance / Accounting Specialist II	1											
CBS	Finance / Accounting Specialist III	1											
CBS	Finance / Accounting Specialist IV	1											
CBS	Finance / Accounting Specialist V	1											
CBS	Group Lead I	1											
CBS	Group Lead II	1											
CBS	Group Lead III	1											
CBS	Group Lead IV	1											
CBS	Group Lead V	1											
CBS	H/R Specialist I	1											
CBS	H/R Specialist II	1											
CBS	H/R Specialist III	1											
CBS	H/R Specialist IV	1											
CBS	H/R Specialist V	1											
CBS	Procurement / Logistics Specialist I	1											
CBS	Procurement / Logistics Specialist II	1											
CBS	Procurement / Logistics Specialist III	1											
CBS	Procurement / Logistics Specialist IV	1											
CBS	Procurement / Logistics Specialist V	1											
CBS	Program Manager I	1											
CBS	Program Manager II	1											
CBS	Program Manager III	1											
CBS	Program Manager IV	1											
CBS	Program Manager V	1											
CBS	Project Manager I	1											
CBS	Project Manager II	1											
CBS	Project Manager III	1											
CBS	Project Manager IV	1											
CBS	Project Manager V	1											
CBS	Quality Assurance Specialist I	1											
CBS	Quality Assurance Specialist II	1											

	CBS	Quality Assurance Specialist III	1										
	CBS	Quality Assurance Specialist IV	1										
	CBS	Quality Assurance Specialist V	1										
Communication & Outreach Support Services (COSS)	COSS	Editor I	1										
	COSS	Editor II	1										
	COSS	Editor III	1										
	COSS	Editor IV	1										
	COSS	Editor V	1										
	COSS	Media Specialist I	1										
	COSS	Media Specialist II	1										
	COSS	Media Specialist III	1										
	COSS	Media Specialist IV	1										
	COSS	Media Specialist V	1										
	COSS	Outreach & Education Specialist I	1										
	COSS	Outreach & Education Specialist II	1										
	COSS	Outreach & Education Specialist III	1										
	COSS	Outreach & Education Specialist IV	1										
	COSS	Outreach & Education Specialist V	1										
	COSS	Technical Writer I	1										
	COSS	Technical Writer II	1										
	COSS	Technical Writer III	1										
	COSS	Technical Writer IV	1										
	COSS	Technical Writer V	1										
Information Technology Support Services (ITSS)	ITSS	Configuration Management Specialist I	1										
	ITSS	Configuration Management Specialist II	1										
	ITSS	Configuration Management Specialist III	1										
	ITSS	Configuration Management Specialist IV	1										
	ITSS	Configuration Management Specialist V	1										
	ITSS	Database Administrator I	1										
	ITSS	Database Administrator II	1										
	ITSS	Database Administrator III	1										
	ITSS	Database Administrator IV	1										
	ITSS	Database Administrator V	1										
	ITSS	Database Specialist I	1										

ITSS	Database Specialist II	1											
ITSS	Database Specialist III	1											
ITSS	Database Specialist IV	1											
ITSS	Database Specialist V	1											
ITSS	Help Desk Specialist I	1											
ITSS	Help Desk Specialist II	1											
ITSS	Help Desk Specialist III	1											
ITSS	Help Desk Specialist IV	1											
ITSS	Help Desk Specialist V	1											
ITSS	IT Security Specialist I	1											
ITSS	IT Security Specialist II	1											
ITSS	IT Security Specialist III	1											
ITSS	IT Security Specialist IV	1											
ITSS	IT Security Specialist V	1											
ITSS	IT/Computer Specialist I	1											
ITSS	IT/Computer Specialist II	1											
ITSS	IT/Computer Specialist III	1											
ITSS	IT/Computer Specialist IV	1											
ITSS	IT/Computer Specialist V	1											
ITSS	Network Engineer I	1											
ITSS	Network Engineer II	1											
ITSS	Network Engineer III	1											
ITSS	Network Engineer IV	1											
ITSS	Network Engineer V	1											
ITSS	Programmer Analyst I	1											
ITSS	Programmer Analyst II	1											
ITSS	Programmer Analyst III	1											
ITSS	Programmer Analyst IV	1											
ITSS	Programmer Analyst V	1											
ITSS	System Administrator I	1											
ITSS	System Administrator II	1											
ITSS	System Administrator III	1											
ITSS	System Administrator IV	1											
ITSS	System Administrator V	1											
ITSS	System Engineer I	1											
ITSS	System Engineer II	1											

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	ITSS	System Engineer III	1										
	ITSS	System Engineer IV	1										
	ITSS	System Engineer V	1										
	ITSS	Web Designer/Developer I	1										
	ITSS	Web Designer/Developer II	1										
	ITSS	Web Designer/Developer III	1										
	ITSS	Web Designer/Developer IV	1										
	ITSS	Web Designer/Developer V	1										
	ITSS	Web Programmer I	1										
	ITSS	Web Programmer II	1										
	ITSS	Web Programmer III	1										
	ITSS	Web Programmer IV	1										
	ITSS	Web Programmer V	1										

ATTACHMENT G
LABOR CATEGORY DESCRIPTION

ATTACHMENT G: LABOR CATEGORY DESCRIPTION

	Business Category Code	Corporate Job Titles	Industry Labor Code	Description
Core Business Services (CBS)	CBS	Administrative Assistant I	AS	ADMINISTRATIVE SPECIALIST I Performs a variety of secretarial duties, such as typing correspondence, reports, and memos using a word processor, maintaining computer-based and paper files, answering and screening calls, and opening and distributing mail for a department or unit. This is an entry-level secretarial position. Requires standard typing and language skills and may require transcription skills. Requires a HS diploma (or equivalent), and up to 0 to 2 year of experience.
	CBS	Administrative Assistant II	AS	ADMINISTRATIVE SPECIALIST II Performs similar duties as Administrative Specialist I. In addition, answers routine inquiries and prepares standard correspondence. May operate spreadsheet programs, use electronic mail, maintain personal information systems and databases, and perform other semi-automated administrative support tasks. Works under general supervision and usually requires typing and dictations skills. Requires HS diploma (or equivalent), and 2 to 4 years experience.
	CBS	Administrative Specialist III	AS	ADMINISTRATIVE SPECIALIST III Performs a variety of both complex and routine administrative and secretarial duties. May provide work direction to lower-level secretarial staff in the same department or unit. Requires extensive working knowledge of assigned department's practices and procedures. Requires a HS diploma (or equivalent), and 4 to 6 years related experience. May require relevant college courses.
	CBS	Administrative Specialist IV	AS	ADMINISTRATIVE SPECIALIST IV Performs secretarial and administrative duties for a department or single top executive other than the chief executive. Reports to a senior officer in a small organization or to the person responsible for a major activity in a large organization. Performs duties of a highly confidential nature that may require comprehensive knowledge of organizational policies, practices, and procedures. Sets up meetings and may act as proxy for superior. May directly supervise lower-level secretarial or clerical staff. Requires a HS diploma (or equivalent), and 6 to 8 years related experience. AA degree preferred. May require relevant college courses.
	CBS	Administrative Specialist V	AS	ADMINISTRATIVE SPECIALIST V Performs administrative, secretarial, and related duties for a department, top executive or the chief executive officer. Duties are highly confidential and require broad and comprehensive knowledge of the organization's policies and operations. Responsibilities require discretion, judgment, tact and poise. Incumbent may have considerable latitude and flexibility in carrying out assigned tasks. Normally uses word processing or similar equipment in performing routine secretarial duties. May directly supervise lower-level secretarial or clerical staff. Requires a HS diploma (or equivalent), and 8 to 10 years related experience. AA degree preferred. May require relevant college courses.
	CBS	Business Analyst I	PS	BUSINESS ANALYST I Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Requires BS/BA in appropriate field (or equivalent) and 0 to 2 years experience.
	CBS	Business Analyst II	PS	BUSINESS ANALYST II Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs. Familiar with relational database concepts, and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Requires BS/BA in appropriate field (or equivalent) and 2 to 4 years experience.
	CBS	Business Analyst III	PS	BUSINESS ANALYST III Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs. Familiar with relational database concepts, and client-server concepts. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Requires BS/BA in appropriate field (or equivalent) and 4 to 6 years experience.

	CBS	Business Analyst IV	PS	BUSINESS ANALYST IV Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs. Familiar with related computer software/programs used to perform job functions. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Requires BS/BA in appropriate field (or equivalent) and 6 to 8 years experience.
	CBS	Business Analyst V	PS	BUSINESS ANALYST V Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies. Writes detailed description of user needs, program functions, and steps required to develop or modify computer programs. Familiar with related computer software/programs used to perform job functions. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Requires BS/BA in appropriate field (or equivalent) and 8 to 10 years experience.
	CBS	Clerk I	AS	CLERK I Performs routine accounting activities such as maintenance of the general ledger, preparation of various accounting statements and financial reports and accounts payable or receivable functions. Performs a variety of clerical tasks such as completing forms, preparing reports, letters, and responds to customer, vendor, or employee phone requests and inquiries. Requires a high school diploma or its equivalent with 0-2 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager. Requires a HS diploma (or equivalent), and up to 0 to 2 year of experience.
	CBS	Clerk II	AS	CLERK II Performs routine accounting activities such as maintenance of the general ledger, preparation of various accounting statements and financial reports and accounts payable or receivable functions. Performs a variety of clerical tasks such as completing forms, preparing reports, letters, and responds to customer, vendor, or employee phone requests and inquiries. Requires a high school diploma or its equivalent with 2-4 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager. Requires a HS diploma (or equivalent), and up to 2 to 4 year of experience.
	CBS	Clerk III	AS	CLERK III Performs routine accounting activities such as maintenance of the general ledger, preparation of various accounting statements and financial reports and accounts payable or receivable functions. Performs a variety of clerical tasks such as completing forms, preparing reports, letters, and responds to customer, vendor, or employee phone requests and inquiries. Requires a high school diploma or its equivalent and 4-6 years of related experience. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager. Requires a HS diploma (or equivalent), and up to 4 to 6 year of experience.
	CBS	Clerk IV	AS	CLERK IV Performs routine accounting activities such as maintenance of the general ledger, preparation of various accounting statements and financial reports and accounts payable or receivable functions. Performs a variety of clerical tasks such as completing forms, preparing reports, letters, and responds to customer, vendor, or employee phone requests and inquiries. Requires a high school diploma or its equivalent and 6-8 years of related experience. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager. Requires a HS diploma (or equivalent), and up to 6 to 8 year of experience.
	CBS			

	CBS	Clerk V	AS	CLERK V Performs routine accounting activities such as maintenance of the general ledger, preparation of various accounting statements and financial reports and accounts payable or receivable functions. Performs a variety of clerical tasks such as completing forms, preparing reports, letters, and responds to customer, vendor, or employee phone requests and inquiries. Requires a high school diploma or equivalent and 8-10 years of related experience, AA degree preferred. May require management training. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager. Requires a HS diploma (or equivalent), and up to 8 to 10 year of experience.
	CBS	Contracts Administration I	CPS	CONTRACT ADMINISTRATOR I Administers most aspect of contract from proposal administration to contract close-out phase. Coordinates estimates of materials, equipment, labor costs, performance requirements, and assists in developing final bids, Works under general supervision. Performs other duties as assigned. This is usually an exempt position. Requires BS/BA in appropriate field (or equivalent) and 0 to 2 years experience.
	CBS	Contracts Administration II	CPS	CONTRACT ADMINISTRATOR II Negotiates and administers all aspects of contracts from proposals to contract close-out phase. Works on more complex bids that may require integrating proposal from subcontractors and other potential vendors. Coordinates estimates of materials, equipment, labor costs, performance requirements, and delivery schedules. Prepares bids, cost model, and cost narrative, Reviews bids for conformity to request for proposal (RFP) requirements and develops final bids. May supervise lower-level contracts administrators. Requires BS/BA in appropriate field (or equivalent) and 2 to 4 years experience.
	CBS	Contracts Administration III	CPS	CONTRACT ADMINISTRATOR III Supervises contracts administration staff. Ensures that contractual activities comply with all terms and conditions to include the FAR and/or other government regulations. Develops bid strategy and negotiates complex contracts and contract modification. Reviews and resolves issues affecting company compliance and ensures satisfaction of legal requirements. Requires BS/BA in appropriate field (or equivalent) and 4 to 6 years experience.
	CBS	Contracts Administration IV	CPS	CONTRACT ADMINISTRATOR IV Typically the senior executive in charge of preparing bids and proposals and ensuring that contractual activities comply with all terms and conditions. Directs the preparation, negotiation, and administration of all contracts, subcontracts, modifications, and related activities. Establishes major contract objectives or policies for the organization, ensuring compliance with FAR and other regulations. May also direct the regulatory compliance oversight function. Requires BS/BA in appropriate field (or equivalent) and 6 to 8 years experience.
	CBS	Contracts Administration V	CPS	CONTRACT ADMINISTRATOR V Typically the senior executive in charge of preparing bids and proposals and ensuring that contractual activities comply with all terms and conditions. Directs the preparation, negotiation, and administration of all contracts, subcontracts, modifications, and related activities. Establishes major contract objectives or policies for the organization, ensuring compliance with FAR and other regulations. May also direct the contracting department. Requires BS/BA in appropriate field (or equivalent) and 8 to 10 years experience.
	CBS	Department Manager I	M	DEPARTMENT MANAGER I Will work under minimum supervision in providing day-to-day direction of organization, branch, or department operation strategies and activities. The functional activities generally will be of a routine nature. Will regularly exercise independent judgment, as well as a moderate level of problem-solving ability in solving various technical, administrative, and managerial problems. The individual will: (1) Assign work and monitor performance to ensure satisfactory completion; (2) Assign priorities as necessary to maximize production; (3) Train assigned personnel in order to increase the capability of the group; (4) Implement and interpret company policies; (5) May participate in recruiting of personnel. Typically reports to a Director or Chief Operating Officer and may have Operations Supervisor(s) reporting to this position. Requires an AA or equivalent plus 4 years, 2 of which must be in a supervisory role with directly related experience.

	CBS	Department Manager II	M	DEPARTMENT MANAGER II Will work under minimum supervision in providing day-to-day direction of organization, branch, or department operation strategies and activities. The functional activities generally will be of a routine nature. Will regularly exercise independent judgment, as well as a moderate level of problem-solving ability in solving various technical, administrative, and managerial problems. The individual will: (1) Assign work and monitor performance to ensure satisfactory completion; (2) Assign priorities as necessary to maximize production; (3) Train assigned personnel in order to increase the capability of the group; (4) Implement and interpret company policies; (5) May participate in recruiting of personnel. Typically reports to a Director or Chief Operating Officer and may have Operations Supervisor(s) reporting to this position. Requires an BS/BA or equivalent plus 4 years, 2 of which must be in a supervisory role with directly related experience.
	CBS	Department Manager III	M	DEPARTMENT MANAGER III Will work under minimum supervision in providing day-to-day direction of organization, branch, or department operation strategies and activities. The functional activities generally will be of a routine nature. Will regularly exercise independent judgment, as well as a moderate level of problem-solving ability in solving various technical, administrative, and managerial problems. The individual will: (1) Assign work and monitor performance to ensure satisfactory completion; (2) Assign priorities as necessary to maximize production; (3) Train assigned personnel in order to increase the capability of the group; (4) Implement and interpret company policies; (5) May participate in recruiting of personnel. Typically reports to a Director or Chief Operating Officer and may have Operations Supervisor(s) reporting to this position. Requires an BS/BA or equivalent plus 6 years, 3 of which must be in a supervisory role with directly related experience.
	CBS	Department Manager IV	M	DEPARTMENT MANAGER IV Will work under minimum supervision in providing day-to-day direction of organization, branch, or department operation strategies and activities. The functional activities generally will be of a routine nature. Will regularly exercise independent judgment, as well as a moderate level of problem-solving ability in solving various technical, administrative, and managerial problems. The individual will: (1) Assign work and monitor performance to ensure satisfactory completion; (2) Assign priorities as necessary to maximize production; (3) Train assigned personnel in order to increase the capability of the group; (4) Implement and interpret company policies; (5) May participate in recruiting of personnel. Typically reports to a Director or Chief Operating Officer and may have Operations Supervisor(s) reporting to this position. Requires an BS/BA or equivalent plus 8 years, 4 of which must be in a supervisory role with directly related experience.
	CBS	Department Manager V	M	DEPARTMENT MANAGER V Will work under minimum supervision in providing day-to-day direction of organization, branch, or department operation strategies and activities. The functional activities generally will be of a routine nature. Will regularly exercise independent judgment, as well as a moderate level of problem-solving ability in solving various technical, administrative, and managerial problems. The individual will: (1) Assign work and monitor performance to ensure satisfactory completion; (2) Assign priorities as necessary to maximize production; (3) Train assigned personnel in order to increase the capability of the group; (4) Implement and interpret company policies; (5) May participate in recruiting of personnel. Typically reports to a Director or Chief Operating Officer and may have Operations Supervisor(s) reporting to this position. Requires an BS/BA or equivalent plus 10 years, 5 of which must be in a supervisory role with directly related experience.
	CBS	Executive Management I	EX	EXECUTIVE MANAGEMENT I Responsible for directing an organization's overall major operations, such as financial operations (CFO). Oversees, designs and coordinates a wide variety of high-level functions and organizational operations. Requires high-level analyses and reporting. Requires a BS/BA degree (or equivalent) and at least 10 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to CEO or COO.

	CBS	Executive Management II	EX	EXECUTIVE MANAGEMENT II Responsible for directing an organization's overall major operations, such as financial operations (CFO). Oversees, designs and coordinates a wide variety of high-level functions and organizational operations. Requires high-level analyses and reporting. Requires a BS/BA degree (or equivalent) and at least 15 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to CEO or COO.
	CBS	Executive Management III	EX	EXECUTIVE MANAGEMENT III (COO, President, CEO) Plans and directs all aspects of an organization's policies, objectives, and initiatives. Responsible for the short- and long-term profitability and growth of the company. Requires a BS/BA degree (or equivalent) and at least 15 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. May preside over board of directors.
	CBS	Executive Management IV	EX	EXECUTIVE MANAGEMENT IV (COO, President, CEO) Plans and directs all aspects of an organization's policies, objectives, and initiatives. Responsible for the short- and long-term profitability and growth of the company. May require a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. May preside over board of directors.
	CBS	Executive Management V	EX	EXECUTIVE MANAGEMENT V (COO, President, CEO) Plans and directs all aspects of an organization's policies, objectives, and initiatives. Responsible for the short- and long-term profitability and growth of the company. May require a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. May preside over board of directors.
	CBS	Finance / Accounting Specialist I	AC	FINANCE/ACCOUNTING I Examines a variety of financial statements for completeness, internal accuracy, and conformance with uniform accounting classifications. Reconciles reports and financial data with statement on file and points out apparent inconsistencies or errors. May prepare simple financial statements not involving problems of analysis. Prepares tables, charts, and other exhibits for reports. This is usually an exempt position. Requires a BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	CBS	Finance / Accounting Specialist II	AC	FINANCE/ACCOUNTING II Prepares various accounting papers, schedules, exhibits, and summaries. Examines assigned accounting documents to verify accuracy of computations and uniform application of policies, procedures, and acceptable accounting standards. May develop some nonstandard report and statements. Analyzes trends or deviations from standards. Works under general supervision. Requires a BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	CBS	Finance / Accounting Specialist III	AC	FINANCE/ACCOUNTING III Analyzed the accounting system to determine the need for new account, revisions in the account structure, new types of ledgers, revisions in reporting system, changes in the use of accounts, and new account classifications or definitions. Makes daily decisions concerning the accounting treatment of financial transactions and recommends solutions to complex accounting problems. May be a specialist in one or more areas of accounting, such as a preparation of tax returns. May provide work directions to lower level accountants. Requires a BS/BA degree (or equivalent) plus 4 to 6 years experience in related field.

	CBS	Finance / Accounting Specialist IV	AC	FINANCE/ACCOUNTING IV Responsible for conducting financial analysis projects and statistical studies. Provides financial oversight, leadership and support. Designation of CPA may be required. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management. Requires a BS/BA degree in related field and may be expected to have an advanced degree (or equivalent), with 6 to 8 years of related experience.
	CBS	Finance / Accounting Specialist V	AC	FINANCE/ACCOUNTING V Responsible for directing an organization's accounting functions. These functions include establishing and maintaining the organization's accounting principles, practices, and procedures. Prepares financial reports and presents findings and recommendations to top management. Designation of CPA may be required. Typically reports to top financial officer or CEO. Requires a BS/BA degree in related field and may be expected to have an advanced degree (or equivalent), with 8 to 10 years of related experience.
	CBS	Group Lead I	M	GROUP LEAD I Designs, plans, and coordinates a work team or teams on task-level projects. Provides technical support to project team members. Designs and implements the components required for complex technical functions. Generally manages a group of technical, engineering, and/or scientific analysts. Relies on experience and judgment to plan and accomplish goals. The individual will: (1) Identify and assign priorities to complete assigned projects as required in order to optimize schedules, budgets, and technical excellence; (2) Maintain close contact with customer representatives to identify and respond to customer requests and to ensure that potential sources of difficulty are made known to Company management; (3) Establish and maintain status reports in order to show progress and problems to the customer and to Company management; (4) Provide support to Advanced Program personnel in identifying and acquiring potential business. Typically reports to a senior manager. Requires a B.S. in an associated discipline or equivalent in addition to 4 years of applicable experience.
	CBS	Group Lead II	M	GROUP LEAD II Designs, plans, and coordinates a work team or teams on task-level projects. Provides technical support to project team members. Designs and implements the components required for complex technical functions. Generally manages a group of technical, engineering, and/or scientific analysts. Relies on experience and judgment to plan and accomplish goals. The individual will: (1) Identify and assign priorities to complete assigned projects as required in order to optimize schedules, budgets, and technical excellence; (2) Maintain close contact with customer representatives to identify and respond to customer requests and to ensure that potential sources of difficulty are made known to Company management; (3) Establish and maintain status reports in order to show progress and problems to the customer and to Company management; (4) Provide support to Advanced Program personnel in identifying and acquiring potential business. Typically reports to a senior manager. Requires an BS/BA or equivalent plus 4 years, 2 of which must be in a supervisory role with directly related experience.
	CBS	Group Lead III	M	GROUP LEAD III Designs, plans, and coordinates a work team or teams on task-level projects. Provides technical support to project team members. Designs and implements the components required for complex technical functions. Generally manages a group of technical, engineering, and/or scientific analysts. Relies on experience and judgment to plan and accomplish goals. The individual will: (1) Identify and assign priorities to complete assigned projects as required in order to optimize schedules, budgets, and technical excellence; (2) Maintain close contact with customer representatives to identify and respond to customer requests and to ensure that potential sources of difficulty are made known to Company management; (3) Establish and maintain status reports in order to show progress and problems to the customer and to Company management; (4) Provide support to Advanced Program personnel in identifying and acquiring potential business. Typically reports to a senior manager. Requires an BS/BA or equivalent plus 6 years, 3 of which must be in a supervisory role with directly related experience.

	CBS	Group Lead IV	M	GROUP LEAD IV Designs, plans, and coordinates a work team or teams on task-level projects. Provides technical support to project team members. Designs and implements the components required for complex technical functions. Generally manages a group of technical, engineering, and/or scientific analysts. Relies on experience and judgment to plan and accomplish goals. The individual will: (1) Identify and assign priorities to complete assigned projects as required in order to optimize schedules, budgets, and technical excellence; (2) Maintain close contact with customer representatives to identify and respond to customer requests and to ensure that potential sources of difficulty are made known to Company management; (3) Establish and maintain status reports in order to show progress and problems to the customer and to Company management; (4) Provide support to Advanced Program personnel in identifying and acquiring potential business. Typically reports to a senior manager. Requires an BS/BA or equivalent plus 8 years, 4 of which must be in a supervisory role with directly related experience.
	CBS	Group Lead V	M	GROUP LEAD V Designs, plans, and coordinates a work team or teams on task-level projects. Provides technical support to project team members. Designs and implements the components required for complex technical functions. Generally manages a group of technical, engineering, and/or scientific analysts. Relies on experience and judgment to plan and accomplish goals. The individual will: (1) Identify and assign priorities to complete assigned projects as required in order to optimize schedules, budgets, and technical excellence; (2) Maintain close contact with customer representatives to identify and respond to customer requests and to ensure that potential sources of difficulty are made known to Company management; (3) Establish and maintain status reports in order to show progress and problems to the customer and to Company management; (4) Provide support to Advanced Program personnel in identifying and acquiring potential business. Typically reports to a senior manager. Requires an BS/BA or equivalent plus 10 years, 5 of which must be in a supervisory role with directly related experience.
	CBS	H/R Specialist I	HR	HR SPECIALIST I Performs a variety of professional/administrative human resource functions, which include recruitment, employee/labor relations, training, compensation and benefits, and Equal Employment Opportunity/Affirmative Action programs. Participated in special assignments related to developing and/or designing new or changed human resource programs and practices. Requires a HS diploma and 0 to 2 years relevant experience.
	CBS	H/R Specialist II	HR	HR SPECIALIST II Performs a variety of professional/administrative human resource functions in areas such as recruitment, compensation, employee/labor relations, training and development, Equal Employment Opportunity/Affirmative Action programs and benefits administration. Advises management and staff of relevant corporate personnel practices, policies and procedures, and informs them of the impact of legislation, regulations and precedents on the organization as they relate to the human resource function. Requires an AA degree (or equivalent) and 1 to 2 years relevant experience. Typically reports to a human resource or administrative manager.
	CBS	H/R Specialist III	HR	HR SPECIALIST III Administers human resource programs in areas such as recruitment, compensation, employee/labor relations, training and development, Equal Employment Opportunity/Affirmative Action programs and benefits administration. Provides guidance in addressing a variety of human resource related issues and interprets applicable precedents, legislation and regulations pertaining to the human resource function. May give presentations on current human resource topics to employees, management or third parties. This position requires a BSBA degree (or equivalent), and 1 to 2 years of related experience, and typically reports to a human resource or administrative manager.
	CBS	H/R Specialist IV	HR	HR SPECIALIST IV Develops and administers policies and programs covering one, several, or all of the following: recruitment, wage and salary administration, training, employee/labor relations, benefits, and EEO/Affirmative Action programs. Prepares recommendations for top management concerning human resource policies and practices. Works closely with line and staff management to develop human resource plans and strategies to meet organizational requirements. Ensures that programs, practices, and policies comply with applicable laws and regulations. Regularly informs and present to management and staff current human resource issues and topics affecting the organization. This position is a first-level manager, supervising a human resource staff in larger organizations, the position typically reports to Human Resources manager/director. Requires a BSBA degree (or equivalent), and 2 to 4 years experience.

	CBS	H/R Specialist V	HR	HR SPECIALIST V Develops and administers policies and programs covering one, several, or all of the following: recruitment, wage and salary administration, training, employee/labor relations, benefits, and EEO/Affirmative Action programs. Prepares recommendations to top management concerning human resource policies and practices. Works closely with line and staff management to develop human resource plans and strategies to meet organizational requirements. Ensures that programs, practices, and policies comply with applicable laws and regulations. Regularly informs and present to management and staff current human resource issues and topics affecting the organization. This position is a first-level manager, supervising a human resource staff in larger organizations, the position typically reports to Human Resources manager/director. Requires a BSBA degree (or equivalent), and 4 to 6 years experience.
	CBS	Procurement / Logistics Specialist I	CPS	PROCURE/LOGISTICS SPECIALIST I Responsible for purchasing and negotiating low dollar value materials, equipment, and supplies from vendors. Evaluates vendor quotes and services to determine most desirable suppliers. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. This is an entry level position. Typically reports to a supervisor or manager. HS diploma (or equivalent), and 0 to 2 years of experience in the field or in a related area.
	CBS	Procurement / Logistics Specialist II	CPS	PROCURE/LOGISTICS SPECIALIST II Responsible for purchasing and negotiating materials, equipment, and supplies from vendors. Evaluates vendor quotes and services to determine most desirable suppliers. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals to perform a variety of tasks. Works under general supervision; typically reports to a supervisor or manager. A certain degree of creativity and latitude is required. HS diploma (or equivalent), and 2 to 4 years of experience in the field or in a related area.
	CBS	Procurement / Logistics Specialist III	CPS	PROCURE/LOGISTICS SPECIALIST III Responsible for purchasing and negotiating materials, equipment, and supplies from vendors. Evaluates vendor quotes and services to determine most desirable suppliers. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May report to an executive or a manager. A wide degree of creativity and latitude is expected. AA degree (or equivalent) with 2 to 4 years experience in the field or in a related area.
	CBS	Procurement / Logistics Specialist IV	CPS	PROCURE/LOGISTICS SPECIALIST IV Responsible for purchasing and negotiating materials, equipment, and supplies from vendors. Evaluates vendor quotes and services to determine most desirable suppliers. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department. Requires an BS/BA degree (or equivalent) with 2 to 4 years experience in the field or in a related area.
	CBS	Procurement / Logistics Specialist V	CPS	PROCURE/LOGISTICS SPECIALIST V Responsible for purchasing and negotiating materials, equipment, and supplies from vendors. Evaluates vendor quotes and services to determine most desirable suppliers. Analyzes development in materials and supply to reduce costs and improve quality. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. May manage a staff and typically reports to a manager or head of a unit/department. Requires a BS/BA degree (or equivalent) with 4 to 6 years of experience in a related field.
	CBS	Program Manager I	M	PROGRAM MANAGER I This individual will work under very broad supervision in providing management and technical direction to program personnel. Will regularly exercise independent judgment, as well as a high-level of analytical skill in solving complex technical, administrative and managerial problems. Will be responsible for all aspects of program performance. The individual will: (1) Be responsible for all aspects of program performance (<i>i.e.</i> , technical, contractual, administrative, financial); (2) Manage all aspects of program activity; (3) Provide technical and financial reports in order to show progress to Corporate management and customers; (4) Maintain customer contacts to ensure conformity to all contractual obligations; (5) Assume the initiative and provide support to Corporate management in identifying future requirements; (6) Develop, maintain, and implement a Program Management Plan that guides the performance of all functional activities performed on the Program. Requires a B.S. in an associated discipline (or equivalent) and 4 years of related experience, 2 of which must be in a supervisory role.

	CBS	Program Manager II	M	PROGRAM MANAGER II This individual will work under very broad supervision in providing management and technical direction to program personnel. Will regularly exercise independent judgment, as well as a high-level of analytical skill in solving complex technical, administrative and managerial problems. Will be responsible for all aspects of program performance. The individual will: (1) Be responsible for all aspects of program performance (<i>i.e.</i> , technical, contractual, administrative, financial); (2) Manage all aspects of program activity; (3) Provide technical and financial reports in order to show progress to Corporate management and customers; (4) Maintain customer contacts to ensure conformity to all contractual obligations; (5) Assume the initiative and provide support to Corporate management in identifying future requirements; (6) Develop, maintain, and implement a Program Management Plan that guides the performance of all functional activities performed on the Program. Requires a B.S. in an associated discipline (or equivalent) and 6 years of related experience, 3 of which must be in a supervisory role.
	CBS	Program Manager III	M	PROGRAM MANAGER III This individual will work under very broad supervision in providing management and technical direction to program personnel. Will regularly exercise independent judgment, as well as a high-level of analytical skill in solving complex technical, administrative and managerial problems. Will be responsible for all aspects of program performance. The individual will: (1) Be responsible for all aspects of program performance (<i>i.e.</i> , technical, contractual, administrative, financial); (2) Manage all aspects of program activity; (3) Provide technical and financial reports in order to show progress to Corporate management and customers; (4) Maintain customer contacts to ensure conformity to all contractual obligations; (5) Assume the initiative and provide support to Corporate management in identifying future requirements; (6) Develop, maintain, and implement a Program Management Plan that guides the performance of all functional activities performed on the Program. Requires a B.S. in an associated discipline (or equivalent) and 8 years of related experience, 4 of which must be in a supervisory role.
	CBS	Program Manager IV	M	PROGRAM MANAGER IV This individual will work under very broad supervision in providing management and technical direction to program personnel. Will regularly exercise independent judgment, as well as a high-level of analytical skill in solving complex technical, administrative and managerial problems. Will be responsible for all aspects of program performance. The individual will: (1) Be responsible for all aspects of program performance (<i>i.e.</i> , technical, contractual, administrative, financial); (2) Manage all aspects of program activity; (3) Provide technical and financial reports in order to show progress to Corporate management and customers; (4) Maintain customer contacts to ensure conformity to all contractual obligations; (5) Assume the initiative and provide support to Corporate management in identifying future requirements; (6) Develop, maintain, and implement a Program Management Plan that guides the performance of all functional activities performed on the Program. Requires a B.S. in an associated discipline (or equivalent) and 10 years of related experience, 5 of which must be in a supervisory role.
	CBS	Program Manager V	M	PROGRAM MANAGER V This individual will work under very broad supervision in providing management and technical direction to program personnel. Will regularly exercise independent judgment, as well as a high-level of analytical skill in solving complex technical, administrative and managerial problems. Will be responsible for all aspects of program performance. The individual will: (1) Be responsible for all aspects of program performance (<i>i.e.</i> , technical, contractual, administrative, financial); (2) Manage all aspects of program activity; (3) Provide technical and financial reports in order to show progress to Corporate management and customers; (4) Maintain customer contacts to ensure conformity to all contractual obligations; (5) Assume the initiative and provide support to Corporate management in identifying future requirements; (6) Develop, maintain, and implement a Program Management Plan that guides the performance of all functional activities performed on the Program. Requires a B.S. in an associated discipline (or equivalent) and 15 years of related experience, 7 of which must be in a supervisory role.
	CBS	Project Manager I	M	PROJECT MANAGER I Under general supervision, is responsible for assisting with all aspects of field and/or task-level project performance (<i>i.e.</i> , technical, contractual, administrative, financial). Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, and maintains customer contacts to ensure conformity to all contractual obligations. Exercises independent judgment, as well as a high-level of analytical skill, in solving non-routine technical, administrative, and managerial problems. BS/BA degree in related field (or equivalent) plus 2 to 4 years of related experience.

	CBS	Project Manager II	M	PROJECT MANAGER II Under general supervision, is responsible for all aspects of field and/or task-level project performance (<i>i.e.</i> , technical, contractual, administrative, financial). Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, and maintains customer contacts to ensure conformity to all contractual obligations. Exercises independent judgment, as well as a high-level of analytical skill, in solving non-routine technical, administrative, and managerial problems. BS/BA degree in related field (or equivalent) plus 4 to 6 years of related experience, 2 of which must be in a supervisory role.
	CBS	Project Manager III	M	PROJECT MANAGER III Is responsible for all aspects of field and/or task-level project performance (<i>i.e.</i> , technical, contractual, administrative, financial). May work on multiple projects simultaneously. Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, and maintains customer contacts to ensure conformity to all contractual obligations. Exercises independent judgment, as well as a high-level of analytical skill, in solving non-routine technical, administrative, and managerial problems. BS/BA degree in related field (or equivalent) plus 6 to 8 years of related experience, 4 of which must be in a supervisory role.
	CBS	Project Manager IV	M	PROJECT MANAGER IV Is responsible for all aspects of field and/or task-level project performance (<i>i.e.</i> , technical, contractual, administrative, financial). Will probably work on multiple projects simultaneously. Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, and maintains customer contacts to ensure conformity to all contractual obligations. Exercises independent judgment, as well as a high-level of analytical skill, in solving non-routine technical, administrative, and managerial problems. BS/BA degree in related field (or equivalent) plus 8 to 10 years of related experience, 4 of which must be in a supervisory role.
	CBS	Project Manager V	M	PROJECT MANAGER V Is responsible for all aspects of field and/or task-level project performance (<i>i.e.</i> , technical, contractual, administrative, financial). Will work on multiple projects simultaneously. Supervises personnel involved in all aspects of project activity, organizes and assigns responsibilities to subordinates, oversees the successful completion of all assigned tasks, and maintains customer contacts to ensure conformity to all contractual obligations. Exercises independent judgment, as well as a high-level of analytical skill, in solving non-routine technical, administrative, and managerial problems. BS/BA degree in related field (or equivalent) plus 10 + years of related experience, 4 of which must be in a supervisory role.
	CBS	Quality Assurance Specialist I	QC	QUALITY ASSURANCE SPECIALIST I Responsible for assisting with quality assurance and compliance with applicable regulatory requirements; conducts audits and reviews/analyzes data and documentation. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager. BS/BA degree (or equivalent) in area of specialty and 0 to 2 years of experience in the field or in a related area.
	CBS	Quality Assurance Specialist II	QC	QUALITY ASSURANCE SPECIALIST II Responsible for assisting with all activities involving quality assurance and compliance with applicable regulatory requirements; conducts audits and reviews/analyzes data and documentation. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. Relies on instructions and pre-established guidelines to perform the functions of the job., but a certain degree of creativity and latitude is required. Typically reports to a supervisor or manager. BS/BA degree (or equivalent) in area of specialty and 2 to 4 years of experience in the field or in a related area.
	CBS	Quality Assurance Specialist III	QC	QUALITY ASSURANCE SPECIALIST III Responsible for quality assurance and compliance with applicable regulatory requirements; conducts audits and reviews/analyzes data and documentation. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in area of specialty and 4 to 6 years of experience in the field or in a related area. May require an advanced degree.

	CBS	Quality Assurance Specialist IV	QC	QUALITY ASSURANCE SPECIALIST IV Responsible for quality assurance and compliance with applicable regulatory requirements; conducts audits and reviews/analyzes data and documentation. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in area of specialty and 6 to 8 years of experience in the field or in a related area. May require an advanced degree.
	CBS	Quality Assurance Specialist V	QC	QUALITY ASSURANCE SPECIALIST V Responsible for all aspects of quality assurance and compliance with applicable regulatory requirements; conducts audits and reviews/analyzes data and documentation. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Will very likely lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in area of specialty and 8 to 10 years of experience in the field or in a related area. May require an advanced degree.
Communication & Outreach Support (COS)	COSS	Editor I	MS	EDITOR I Assists with writing, editing, and proofreading a variety of documents. Ensures that all documents meet established content standards. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under immediate supervision. Relies on instructions and pre-established guidelines to perform the functions of the job. BS/BA degree (or equivalent) in a related area as well as 0 to 2 years of experience in the field or in a related area.
	COSS	Editor II	MS	EDITOR II Assists with writing, editing, and proofreading a variety of documents. Ensures that all documents meet established content standards. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision; typically reports to a supervisor or manager. A certain degree of creativity and latitude is required. BS/BA degree (or equivalent) in a related area as well as 2 to 4 years of experience in the field or in a related area.
	COSS	Editor III	MS	EDITOR III Writes, edits, proofreads, and copyedits a variety of documents. Plans and prepares stories for dissemination. Ensures that all documents meet established content standards. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in a related area as well as 4 to 6 years of experience in the field or in a related area.
	COSS	Editor IV	MS	EDITOR IV Writes, edits, proofreads, and copyedits a variety of documents. Plans and prepares stories for dissemination. Ensures that all documents meet established content standards. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in a related area as well as 6 to 8 years of experience in the field or in a related area.
	COSS	Editor V	MS	EDITOR V Writes, edits, proofreads, and copyedits a variety of documents. Plans and prepares stories for dissemination. Ensures that all documents meet established content standards. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Will very likely lead and direct the work of others. Typically reports to a manager or head of a unit/department. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in a related area as well as 8 to 10 years of experience in the field or in a related area.
	COSS	Media Specialist I	MS	MEDIA SPECIALIST I Assists with the design and implementation of one or more technical media tools such as film, web, audio, etc. to promote the organization and/or its services to the community and the target population. Works with single or multiple forms of media to help ensure a pleasant user experience while imparting precise and accurate content. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under immediate supervision. Relies on instructions and pre-established guidelines to perform the functions of the job. BS/BA degree (or equivalent) in a related area as well as 0 to 2 years of experience in the field or in a related area.
	COSS		MS	

	COSS	Media Specialist II	MS	MEDIA SPECIALIST II Assists with the design and implementation of one or more technical media tools such as film, web, audio, etc. to promote the organization and/or its services to the community and the target population. Works with single or multiple forms of media to help ensure a pleasant user experience while imparting precise and accurate content. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) in a related area as well as 2 to 4 years of experience in the field or in a related area.
	COSS	Media Specialist III	MS	MEDIA SPECIALIST III Designs and implements one or more technical media tools such as film, web, audio, etc. to promote the organization and/or its services to the community and the target population. Works with single or multiple forms of media to help ensure a pleasant user experience while imparting precise and accurate content. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 4 to 6 years of experience in the field or in a related area.
	COSS	Media Specialist IV	MS	MEDIA SPECIALIST IV Designs and implements one or more technical media tools such as film, web, audio, etc. to promote the organization and/or its services to the community and the target population. Works with single or multiple forms of media to help ensure a pleasant user experience while imparting precise and accurate content. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 6 to 8 years of experience in the field or in a related area.
	COSS	Media Specialist V	MS	MEDIA SPECIALIST V Designs and implements one or more technical media tools such as film, web, audio, etc. to promote the organization and/or its services to the community and the target population. Works with single or multiple forms of media to help ensure a pleasant user experience while imparting precise and accurate content. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. Will very likely direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 8 to 10 years of experience in the field or in a related area.
	COSS	Outreach & Education Specialist I	EO	OUTREACH & EDUCATION SPECIALIST I Assists with the development and coordination of programs designed to promote the organization and its services and to educate the community and the target population. Creates and distributes educational materials and publications for the community and may be responsible for conducting staff training sessions. Promotes activities and services through various forms of media. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under immediate supervision. Relies on instructions and pre-established guidelines to perform the functions of the job. BS/BA degree (or equivalent) in a related area as well as 0 to 2 years of experience in the field or in a related area.
	COSS	Outreach & Education Specialist II	EO	OUTREACH & EDUCATION SPECIALIST II Assists with the development and coordination of programs designed to promote the organization and its services and to educate the community and the target population. Creates and distributes educational materials and publications for the community and may be responsible for conducting staff training sessions. Promotes activities and services through various forms of media. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) in a related area as well as 2 to 4 years of experience in the field or in a related area.
	COSS	Outreach & Education Specialist III	EO	OUTREACH & EDUCATION SPECIALIST III Develops and coordinates programs designed to promote the organization and its services and to educate the community and the target population. Creates and distributes educational materials and publications for the community and may be responsible for conducting staff training sessions. Promotes activities and services through various forms of media. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 4 to 6 years of experience in the field or in a related area.

	COSS	Outreach & Education Specialist IV	EO	OUTREACH & EDUCATION SPECIALIST IV Develops and coordinates programs designed to promote the organization and its services and to educate the community and the target population. Creates and distributes educational materials and publications for the community and may be responsible for conducting staff training sessions. Promotes activities and services through various forms of media. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 6 to 8 years of experience in the field or in a related area.
	COSS	Outreach & Education Specialist V	EO	OUTREACH & EDUCATION SPECIALIST V Develops and coordinates programs designed to promote the organization and its services and to educate the community and the target population. Creates and distributes educational materials and publications for the community and may be responsible for conducting staff training sessions. Promotes activities and services through various forms of media. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. Will very likely direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 8 to 10 years of experience in the field or in a related area.
	COSS	Technical Writer I	MS	TECHNICAL WRITER I Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under immediate supervision. Relies on instructions and pre-established guidelines to perform the functions of the job. BS/BA degree (or equivalent) in a related area as well as 0 to 2 years of experience in the field or in a related area.
	COSS	Technical Writer II	MS	TECHNICAL WRITER II Researches subject matter, writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) in a related area as well as 2 to 4 years of experience in the field or in a related area.
	COSS	Technical Writer III	MS	TECHNICAL WRITER III Researches subject matter, writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document. Familiar with standard concepts, practices, and procedures within a particular field. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 4 to 6 years of experience in the field or in a related area.
	COSS	Technical Writer IV	MS	TECHNICAL WRITER IV Researches subject matter, writes and edits material for reports, manuals, proposals, instructional material, catalogs, technical and outreach publications, and software and hardware documentations. Task may also include obtaining technical data from independent observation, reviews with staff members, and/or studies of published materials and existing documentation. Coordinate efforts of technical artists and illustrators in preparing reports, articles, and publications of internal and external distribution. Obtain background information on technologies, methods, and standards. Revises text and recommends changes in scope, format, and content to ensure conformance with established standards. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. May direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 6 to 8 years of experience in the field or in a related area.

	COSS	Technical Writer V	MS	TECHNICAL WRITER V Researches subject matter, writes and edits material for reports, manuals, proposals, instructional material, catalogs, technical and outreach publications, and software and hardware documentations. Task may also include obtaining technical data from independent observation, reviews with staff members, and/or studies of published materials and existing documentation. Coordinate efforts of technical artists and illustrators in preparing reports, articles, and publications of internal and external distribution. Obtain background information on technologies, methods, and standards. Revises text and recommends changes in scope, format, and content to ensure conformance with established standards. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. Will very likely direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 8 to 10 years of experience in the field or in a related area.
Information Technology Support Services (ITSS)	ITSS	Configuration Management Specialist I	ITS	CONFIGURATION MANAGEMENT SPECIALIST I Assists with analyses of changes of product design to determine the effect on the end product design and function and determines and prepares documentation necessary for change. Coordinates with customers and manufacturers to determine a process for change reporting. Reviews released engineering change data and changes documenting activities to ensure adherence to configuration management procedures and policies. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Configuration Management Specialist II	ITS	CONFIGURATION MANAGEMENT SPECIALIST II Assists with analyses of changes of product design to determine the effect on the end product design and function and determines and prepares documentation necessary for change. Coordinates with customers and manufacturers to determine a process for change reporting. Reviews released engineering change data and changes documenting activities to ensure adherence to configuration management procedures and policies. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	Configuration Management Specialist III	ITS	CONFIGURATION MANAGEMENT SPECIALIST III Analyzes changes of product design to determine the effect on the end product design and function and determines and prepares documentation necessary for change. Coordinates with customers and manufacturers to determine a process for change reporting. Reviews released engineering change data and changes documenting activities to ensure adherence to configuration management procedures and policies. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 4 to 6 years experience in related field.
	ITSS	Configuration Management Specialist IV	ITS	CONFIGURATION MANAGEMENT SPECIALIST IV Analyzes changes of product design to determine the effect on the end product design and function and determines and prepares documentation necessary for change. Coordinates with customers and manufacturers to determine a process for change reporting. Reviews released engineering change data and changes documenting activities to ensure adherence to configuration management procedures and policies. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. May direct and lead others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 6 to 8 years experience in related field.

	ITSS	Configuration Management Specialist V	ITS	CONFIGURATION MANAGEMENT SPECIALIST V Analyzes changes of product design to determine the effect on the end product design and function and determines and prepares documentation necessary for change. Coordinates with customers and manufacturers to determine a process for change reporting. Reviews released engineering change data and changes documenting activities to ensure adherence to configuration management procedures and policies. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 6 to 8 years experience in related field.
	ITSS	Database Administrator I	ITS	DATABASE ADMINISTRATOR I Assists with planning and coordinated administration of one or more large, centralized databases. Reviews database design and integration of host systems and makes recommendations for enhancements and improvements. Ensures accurate, appropriated, and effective use of data, including database structure, documentation, and operational guidelines. Performs audits to ensure accuracy and proper use of data in tables, applications, and supporting dictionaries. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Database Administrator II	ITS	DATABASE ADMINISTRATOR II Assists with planning and coordinated administration of one or more large, centralized databases. Reviews database design and integration of host systems and makes recommendations for enhancements and improvements. Ensures accurate, appropriated, and effective use of data. Performs audits to ensure accuracy and proper use of data. Matches user requirements with system capabilities. Develops and formulates standards, procedures, and conventions for database use. Works with technical/programming staff to ensure database security. Determines file organization, indexing methods, and security procedures for specific user applications. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	Database Administrator III	ITS	DATABASE ADMINISTRATOR III Reviews, evaluates, designs, implements and maintains company database[s]. Identifies data sources, constructs data decomposition diagrams, provides data flow diagrams and documents the process. Writes codes for database access, modifications, and constructions including stored procedures. Develops and formulates standards, procedures, and conventions for database use. Works with technical/programming staff to ensure database security. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Database Administrator IV	ITS	DATABASE ADMINISTRATOR IV Reviews, evaluates, designs, implements and maintains company database[s]. Identifies data sources, constructs data decomposition diagrams, provides data flow diagrams and documents the process. Writes codes for database access, modifications, and constructions including stored procedures. Develops and formulates standards, procedures, and conventions for database use. Works with technical/programming staff to ensure database security. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.

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	ITSS	Database Specialist I	ITS	DATABASE SPECIALIST I Assists to design and build relational databases for data storage or processing. Develops strategies for warehouse implementation, data acquisition, and archive recovery. Cleans and maintains the database by removing and deleting old data. May evaluate new data sources for adherence to the organization's quality standards and ease of integration. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Database Specialist II	ITS	DATABASE SPECIALIST II Assists to design and build relational databases for data storage or processing. Develops strategies for warehouse implementation, data acquisition, and archive recovery. Cleans and maintains the database by removing and deleting old data. May evaluate new data sources for adherence to the organization's quality standards and ease of integration. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	Database Specialist III	ITS	DATABASE SPECIALIST III Designs and builds relational databases for data storage or processing. Develops strategies for warehouse implementation, data acquisition, and archive recovery. Cleans and maintains the database by removing and deleting old data. May evaluate new data sources for adherence to the organization's quality standards and ease of integration. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Database Specialist IV	ITS	DATABASE SPECIALIST IV Designs and builds relational databases for data storage or processing. Develops strategies for warehouse implementation, data acquisition, and archive recovery. Cleans and maintains the database by removing and deleting old data. May evaluate new data sources for adherence to the organization's quality standards and ease of integration. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.
	ITSS	Database Specialist V	ITS	DATABASE SPECIALIST V Designs and builds relational databases for data storage or processing. Develops strategies for warehouse implementation, data acquisition, and archive recovery. Cleans and maintains the database by removing and deleting old data. May evaluate new data sources for adherence to the organization's quality standards and ease of integration. May provide consultation on complex projects and is considered to be the top level contributor/specialist. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field.

	ITSS	Enterprise System Architect I	SE	ENTERPRISE SYSTEM ARCHITECT I Assists with designing architecture for an organization on an enterprise level. Helps defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Enterprise System Architect II	SE	ENTERPRISE SYSTEM ARCHITECT II Assists with designing architecture for an organization on an enterprise level. Helps defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	Enterprise System Architect III	SE	ENTERPRISE SYSTEM ARCHITECT III Responsible for designing architecture for an organization on an enterprise level. Defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Enterprise System Architect IV	SE	ENTERPRISE SYSTEM ARCHITECT IV Responsible for designing architecture for an organization on an enterprise level. Defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.
	ITSS	Enterprise System Architect V	SE	ENTERPRISE SYSTEM ARCHITECT V Responsible for designing architecture for an organization on an enterprise level. Defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Recognized as technical leader and resource. A high degree of creativity and latitude is required. Relies on experience and judgment to plan and accomplish goals. Works under general supervision. Performs a variety of tasks. Will very likely direct and lead the work of others. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) in a related area as well as 8 to 10 years of experience in the field or in a related area. License and certification may be required. May require an advanced degree.
	ITSS	Chief Enterprise System Architect	SE	CHIEF ENTERPRISE SYSTEM ARCHITECT Responsible for designing architecture for an organization on an enterprise level. Defines system and application architecture and provides vision, problem anticipation, and problem solving ability to organization. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to CEO or top management. BS/BA degree (or equivalent) in a related area as well as 10+ years of experience in the field or in a related area. License and certification may be required. May require an advanced degree.
	ITSS	Help Desk Specialist I	ITS	HELP DESK SPECIALIST I Provides support to end users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks and monitors the problem to ensure a timely resolution. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor. AA degree (or equivalent) with 0 to 2 years experience in the field or in a related area.

	ITSS	Help Desk Specialist II	ITS	HELP DESK SPECIALIST II Provides support to end users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks and monitors the problem to ensure a timely resolution. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. AA degree (or equivalent) with 2 to 4 years experience in the field or in a related area.
	ITSS	Help Desk Specialist III	ITS	HELP DESK SPECIALIST III Provides support to end users on a variety of issues. Identifies, researches, and resolves technical problems. Responds to telephone calls, email and personnel requests for technical support. Documents, tracks and monitors the problem to ensure a timely resolution. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. AA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Help Desk Specialist IV	ITS	HELP DESK SPECIALIST IV Helps supervise the day-to-day operations of the help desk. Identifies, researches, and resolves complex technical problems. Creates and manages escalation procedures and ensures service levels are maintained. Documents, tracks, and monitors problems to ensure resolution in a timely manner. A level I supervisor is considered a working supervisor with little authority for personnel actions. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Help Desk Specialist V	ITS	HELP DESK SPECIALIST V Supervises the day-to-day operations of the help desk. Identifies, researches, and resolves complex technical problems. Creates and manages escalation procedures and ensures service levels are maintained. Documents, tracks, and monitors problems to ensure resolution in a timely manner. A level II supervisor has authority for personnel actions and oversees most day-t- day operations of group. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.
	ITSS	IT Security Specialist I	ITS	IT SECURITY SPECIALIST I Assists in the maintenance of systems to protect data from unauthorized users. Identifies, reports, and resolves security violations. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	IT Security Specialist II	ITS	IT SECURITY SPECIALIST II Assists in the maintenance of systems to protect data from unauthorized users. Identifies, reports, and resolves security violations. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	IT Security Specialist III	ITS	IT SECURITY SPECIALIST III Analyzes information security systems and applications and recommends and develops security measures to protect information against unauthorized modification or loss. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	IT Security Specialist IV	ITS	IT SECURITY SPECIALIST IV Responsible for developing and managing Information Systems security, including disaster recovery, database protection and software development. Analyzes information security systems and applications and recommends and develops security measures to protect information against unauthorized modification or loss. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.

	ITSS	IT Security Specialist V	ITS	IT SECURITY SPECIALIST V Ensures that all system platforms are functional and secure. Works with upper management to determine acceptable level of risk for enterprise computing platforms. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field.
	ITSS	IT/Computer Specialist I	ITS	IT/COMPUTER SPECIALIST I Conducts research, performs studies and surveys to obtain data, and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as information technology, computer programming, computer security, computer systems analysis, database management, information systems, Internet applications and development, software development, and related fields. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in appropriate specialty plus 2 to 4 years experience in related field.
	ITSS	IT/Computer Specialist II	ITS	IT/COMPUTER SPECIALIST II Conducts research, performs studies and surveys to obtain data, and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as information technology, computer programming, computer security, computer systems analysis, database management, information systems, Internet applications and development, software development, and related fields. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in appropriate specialty plus 4 to 6 years experience in related field.
	ITSS	IT/Computer Specialist III	ITS	IT/COMPUTER SPECIALIST III Conducts research, performs studies and surveys to obtain data, and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as information technology, computer programming, computer security, computer systems analysis, database management, information systems, Internet applications and development, software development, and related fields. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in appropriate specialty plus 6 to 8 years experience in related field.
	ITSS	IT/Computer Specialist IV	ITS	IT/COMPUTER SPECIALIST IV Consults with client or department heads to define need or problem, conducts research, performs studies and surveys to obtain data, and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as information technology, computer programming, computer security, computer systems analysis, database management, information systems, Internet applications and development, software development, and related fields. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in appropriate specialty plus 8 to 10 years experience in related field.
	ITSS	IT/Computer Specialist V	ITS	IT/COMPUTER SPECIALIST V Consults with client or department heads to define need or problem, conducts research, performs studies and surveys to obtain data, and analyzes problems to advise on or recommend solutions, utilizing knowledge of theory, principles, or technology of specific discipline or field of specialization. Requires knowledge in fields defined as information technology, computer programming, computer security, computer systems analysis, database management, information systems, Internet applications and development, software development, and related fields. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. BS/BA degree (or equivalent) in appropriate specialty plus 10+ years experience in related field.

	ITSS	Network Engineer I	SE	NETWORK ENGINEER I Provides technical support in the installation and maintenance of employer's or customer's Local Area Network (LAN). Assists in the evaluation of hardware and software, including peripheral, output, and telecommunications equipment. Installs network hardware and software, including network operating systems. Monitors data communications to ensure that network is available to all users. Troubleshoots and resolves routine problems. Generally responsible for maintaining a simple network of 25 or fewer nodes, or for a section of a larger network. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Network Engineer II	SE	NETWORK ENGINEER II Install, maintains, and coordinates the use of employer's or customer's Local Area or Wide Area Network (LAN/WAN). Evaluates hardware and software, including peripheral, output, and telecommunications equipment. Enforces security procedures, installs network software, and manages network performance. Troubleshoots and resolves complex problems. Implements and coordinated network policies, procedures, and standards. Trains users. Generally responsible for maintaining moderately complex networks of 25 to 100 nodes. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field. May require certification as a network engineer.
	ITSS	Network Engineer III	SE	NETWORK ENGINEER III Installs and maintains complex networks that typically link numerous computing platforms, operating systems, and network topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Tests and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure minimal disruption of mission-critical applications. Maintains fault-tolerant systems and manages systems backups. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area. Typically requires certification as a network engineer and may require extensive expertise across hardware and systems supplies by multiple vendors.
	ITSS	Network Engineer IV	SE	NETWORK ENGINEER IV Installs and maintains complex networks that typically link numerous computing platforms, operating systems, and network topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Tests and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure minimal disruption of mission-critical applications. Maintains fault-tolerant systems and manages systems backups. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area. Typically requires certification as a network engineer and may require extensive expertise across hardware and systems supplies by multiple vendors.
	ITSS	Network Engineer V	SE	NETWORK ENGINEER V Installs and maintains complex networks that typically link numerous computing platforms, operating systems, and network topologies across widely dispersed geographic areas. Evaluates hardware and software suitable for large, complex networks. Tests and implements interface programs. Develops security procedures. Manages network performance. Troubleshoots and resolves complex problems to ensure minimal disruption of mission-critical applications. Maintains fault-tolerant systems and manages systems backups. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field. Typically requires certification as a network engineer and may require extensive expertise across hardware and systems supplies by multiple vendors.

	ITSS	Programmer Analyst I	SWE	PROGRAMMER ANALYST I Reviews, analyzes, and modifies programming systems including encoding, testing, debugging and installing to support an organization's application systems. Consults with users to identify current operating procedures and to clarify program objectives. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Programmer Analyst II	SWE	PROGRAMMER ANALYST II Reviews, analyzes, and modifies programming systems including encoding, testing, debugging and installing to support an organization's application systems. Consults with users to identify current operating procedures and to clarify program objectives. May be expected to write documentation to describe program development, logic, coding, and corrections. Writes manuals for users to describe installation and operating procedures. Familiar with relational databases and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Requires proficiency in programming languages. BS/BA degree in a related area (or equivalent), and 2 to 4 years of related experience.
	ITSS	Programmer Analyst III	SWE	PROGRAMMER ANALYST III Reviews, analyzes, and modifies programming systems including encoding, testing, debugging and installing to support an organization's application systems. Consults with users to identify current operating procedures and to clarify program objectives. May be expected to write documentation to describe program development, logic, coding, and corrections. Writes manuals for users to describe installation and operating procedures. Must have a working knowledge of relational databases and client-server concepts. A wide degree of creativity and latitude is expected. Requires proficiency in programming languages. May lead and direct others. BS/BA degree in a related area (or equivalent), and 4 to 6 years of related experience.
	ITSS	Programmer Analyst IV	SWE	PROGRAMMER ANALYST IV Works with users to identify current operating procedures and clarify program objectives. Outlines steps required for program development, including diagrams and charts. Writes program documentation and operations guidelines. Provides technical guidance to lower-level analyst/programmers. Requires comprehensive knowledge of programming techniques, networked and centralized operating systems, and the capabilities of enterprise database products and development suites. May team with external consultants in the development of unique applications that meet employer's requirements. Requires detailed and comprehensive knowledge of employer's applications and systems. A wide degree of creativity and latitude is expected. Requires proficiency in programming languages. May lead and direct others. BS/BA degree in a related area (or equivalent), and 6 to 8 years of related experience.
	ITSS	Programmer Analyst V	SWE	PROGRAMMER ANALYST V Leads lower-level analyst/programmers and other technical staff on a large, complex internal development project or serves as lead analyst/programmer on numerous smaller projects and systems. Typically a senior internal technical consultant who directs program development in complex applications and systems where existing architectures and techniques provide little guidance. Consults with user management and technical staff as necessary to clarify program intent, identify problems, suggest changes, and determine required coding. Assigns, coordinates and reviews work of lower-level analyst/programmers in advanced techniques. Prescribes standard to simplify interpretation of programs and documentations. Supervises preparation of records and reports. Requires detailed and comprehensive knowledge of employer's applications and systems. A wide degree of creativity and latitude is expected. Requires proficiency in programming languages. BS/BA degree in a related area (or equivalent), and 8 to 10 years of related experience.
	ITSS	System Administrator I	SE	SYSTEMS ADMINISTRATOR I Maintains data files and control procedures for a simple system of networked personal computers or for a group of desktop computers linked to a host server. Responsible for system security and data integrity. Assigns passwords and monitors use of resources. Back up files as required. May produce periodic business reports, generate output such as labels, letters, and forms, and respond to frequent management request for information. May require extensive knowledge of software such as Microsoft Office and similar suites of business applications. May be a resident expert for applications running on a department-wide LAN or for the entire computer system in a smaller enterprise. BS/BA degree (or equivalent), plus 0 to 2 years in related field.

	ITSS	System Administrator II	SE	SYSTEMS ADMINISTRATOR II Maintains data files and control procedures for a simple system of networked personal computers or for a group of desktop computers linked to a host server. Responsible for system security and data integrity. Assigns passwords and monitors use of resources. Back up files as required. May produce periodic business reports, generate output such as labels, letters, and forms, and respond to frequent management request for information. May require extensive knowledge of software such as Microsoft Office and similar suites of business applications. May be a resident expert for applications running on a department-wide LAN or for the entire computer system in a smaller enterprise. BS/BA degree (or equivalent), plus 2 to 4 years in related field.
	ITSS	System Administrator III	SE	SYSTEMS ADMINISTRATOR III Installs new software releases, system upgrades, evaluates and installs patches and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Familiar with standard concepts, practices, and procedures within a particular field. May lead or direct others. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	System Administrator IV	SE	SYSTEMS ADMINISTRATOR IV Installs new software releases, system upgrades, evaluates and installs patches and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Familiar with standard concepts, practices, and procedures within a particular field. May lead or direct others. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.
	ITSS	System Administrator V	SE	SYSTEMS ADMINISTRATOR V Installs new software releases, system upgrades, evaluates and installs patches and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Familiar with standard concepts, practices, and procedures within a particular field. Will likely will lead or direct others. BS/BA degree in a related area (or equivalent), and 8 to 10 years of experience in the field or in a related area.
	ITSS	System Engineer I	SE	SYSTEMS ENGINEER I Assists more senior engineers with development, design, and analysis of work that may include logic design, circuit design, instrumentation design, firmware development, model formulation, manufacturing and development cost projections, computer architecture analysis and design, network structure design, and analog or binary systems engineering. Projects may include fabrication, modification, and evaluation of components or circuitry for use in electronic equipment. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	System Engineer II	SE	SYSTEMS ENGINEER II Performs standard engineering development, design, and analysis of work such as logic design, circuit design, I/O design, instrumentation design, firmware development, model formulation, cost projection, computer architecture analysis and design, network structure design, and systems engineering. Projects may include fabrication, modification, and evaluation of components or circuitry for use in electronic equipment. May be assigned to interact with client engineers, respond to technical questions and requests from customers, and implement systems at customer sites. BS/BA degree in related field (or equivalent) and 2 to 4 years related experience.
	ITSS	System Engineer III	SE	SYSTEMS ENGINEER III Performs non-standard engineering analysis, development and design work that requires considerable engineering skill, creative ability, and independent judgment. May provide technical supervision to lower level engineers and technical staff. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.

	ITSS	System Engineer IV	SE	SYSTEMS ENGINEER IV Performs a full range of engineering tasks represented by the activities listed under less senior engineering positions. Work requires a high degree of creative ability and engineering and programming skills. May coordinate and lead the work of subordinate engineers on assigned projects. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.
	ITSS	System Engineer V	SE	SYSTEMS ENGINEER V Performs engineering work in the research, development, analysis, and design of products and systems. Interacts at the highest levels with client engineers and customers. Work requires the highest degree of creative ability, engineering and programming skills, and independent judgment. Will likely coordinate and technically lead projects and subordinated engineers. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field.
	ITSS	Web Designer/Developer I	MS	WEB DESIGNER/DEVELOPER I Assists with website design and creation. Helps plan, design, develop, test, edit, maintain, and document look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. May require knowledge of programming techniques and computer internet systems. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Web Designer/Developer II	MS	WEB DESIGNER/DEVELOPER II Assists with website design and creation. Helps plan, design, develop, test, edit, maintain, and document look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. May require knowledge of programming techniques and computer internet systems. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Works under general supervision. BS/BA degree (or equivalent) plus 2 to 4 years experience in related field.
	ITSS	Web Designer/Developer III	MS	WEB DESIGNER/DEVELOPER III Performs website design and creation. Plans, designs, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Requires knowledge of programming techniques and computer internet systems. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Familiar with standard concepts, practices, and procedures within a particular field. May lead or direct others. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in the field or in a related area.
	ITSS	Web Designer/Developer IV	MS	WEB DESIGNER/DEVELOPER IV Performs website design and creation. Plans, designs, develops, tests, edits, maintains, and documents look and flow of websites. Interviews clients to help them clarify their goals for establishing a website. Designs or supervises design of digitized images, banners, bullets, charts, image maps and other graphics to enhance appearance of site. Requires knowledge of programming techniques and computer internet systems. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required. Familiar with standard concepts, practices, and procedures within a particular field. May lead or direct others. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in the field or in a related area.

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	ITSS	Web Designer/Developer V	MS	WEB DESIGNER/DEVELOPER V Controls all technical aspects of website, including performance issues, such as speed of access, and approving site content. May also have responsibilities for site design and creation. Plans, develops, tests, edits, maintains, documents and controls content, look, and flow of websites. Applies knowledge of programming techniques and computer internet systems. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field.
	ITSS	Web Programmer I	MS	WEB PROGRAMMER I Assists with planning, designing, developing, testing, editing, maintaining, and documenting web programs. Applies knowledge of programming techniques and computer internet systems. Formulates plans outlining steps required to develop program, using structured analysis and design. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision and guidance. BS/BA degree (or equivalent) plus 0 to 2 years experience in related field.
	ITSS	Web Programmer II	MS	WEB PROGRAMMER II Assists with planning, designing, developing, testing, editing, maintaining, and documenting web programs. Applies knowledge of programming techniques and computer internet systems. Formulates plans outlining steps required to develop program, using structured analysis and design. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 2 to 4 years of experience in related field.
	ITSS	Web Programmer III	MS	WEB PROGRAMMER III Plans, designs, development, tests, edits, maintains, and documents web programs. Applies knowledge of programming techniques and computer internet systems. Formulates plan outlining steps required to develop program, using structured analysis and design. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 4 to 6 years of experience in related field.
	ITSS	Web Programmer IV	MS	WEB PROGRAMMER IV Plans, designs, development, tests, edits, maintains, and documents web programs. Applies knowledge of programming techniques and computer internet systems. Formulates plan outlining steps required to develop program, using structured analysis and design. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected. BS/BA degree in a related area (or equivalent), and 6 to 8 years of experience in related field.
	ITSS	Web Programmer V	MS	WEB PROGRAMMER V Plans, designs, development, tests, edits, maintains, and documents web programs. Applies knowledge of programming techniques and computer internet systems. Formulates plan outlining steps required to develop program, using structured analysis and design. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is expected. Very likely directs and leads others. Works under general supervision. Typically reports to a manager or head of a unit/department. BS/BA degree (or equivalent) plus 8 to 10 years experience in related field.